EQUAL OPPORTUNITY REVIEW

1980-1981

CITY OF TORONTO

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The City of Toronto
Arthur C. Eggleton
Mayor

February 2, 1982

TO THE STAFF:

The adoption of an Equal Opportunity Program by the City of Toronto is proof of its commitment to eliminate discrimination in employment because of race, ancestry, place of origin, citizenship, creed, sex, age, marital status, family, disability, or sexual orientation.

Equal Opportunity does not mean "preferential treatment" to members of any group. Equal Opportunity reinforces the merit employment concept. I want to emphasize that our Equal Opportunity Program is a plan of inclusion rather than exclusion. The commitment to the success of this Program applies uniformly to all levels. More importantly, the accountability of success or failure of an individual department's specific program rests with the respective department head.

The City must and will continue to work toward the realization of equality of opportunity for all employees.

Sincerely,

Art Eggleton

City Hall, Toronto M5H 2N2, Canada. (416) 367-7001

TO: City of Toronto Executive Committee

SUBJECT: Equal Opportunity Program 1980-1981 Review

ORIGIN: Executive Director, Management Services Department
(c10exec82013:97)

This 1980-1981 Review is presented to update you on the activities undertaken by departments to plan and implement their Equal Opportunity Program.

The Equal Opportunity Program at the City of Toronto is a method for tapping a wealth of human resources in our society. The aim of the Program is to implement procedures to ensure equality in our recruitment, promotion, training and development systems. Equal Opportunity is also the yardstick for setting goals, timetables, and finally, the unit for measuring the success or failure of a program that is necessary to break down the barriers that hold back progress.

Equal Opportunity demands conscious, deliberate, and total commitment by management to change behaviour and to ensure that all people receive fair treatment in the City's workforce. It is complicated and time-consuming, but it is good business practice. It is mandatory if the City wishes to continue to lead the way in the Equal Opportunity field.

The words "all positions are open to both female and male applicants" on a Promotion Opportunities Bulletin cannot be the only unit of measure managers use as proof of compliance with the City's Equal Opportunity Policy. Therefore, the results-oriented planning systems presented in this Review have been developed to clearly demonstrate each department's commitment.

A.L. Stevenson

A.L. Stevenson
Executive Director

February 12, 1982

RECOMMENDATIONS

The following recommendations have emerged during the implementation of the Program during 1980/81. Some of the recommendations are repeated from 1979 and other more specific ones are aimed at correcting and/or strengthening the implementation of the Equal Opportunity Program in the future.

RECOMMENDATIONS

1. That this Review be adopted.
2. That the City of Toronto continue to work towards the implementation of the Corporate objectives set in 1979.
3. That the implementation of the Program continue to be the responsibility of Department Heads who shall report to the Executive Committee every two years on the implementation of the Program at the department level and as requested.
4. That Department Action Plans be updated annually and submitted to the Equal Opportunity Administrator in the Management Services Department to be reviewed by the Personnel Committee and reported to the Executive Committee.
5. That interim reports on specific issues arising from problems identified by Departments and/or initiated by the Equal Opportunity Program in cooperation with Departments be prepared, e.g., segregation, hiring, promotion, automation and clerical workers, and sent to the Personnel Committee for review and recommendation to the Executive Committee.
6. That all Departments, in consultation with the Equal Opportunity Program, be required to continue to develop both short- and long-term objectives for implementing the Corporate Objectives, and that the objectives be achievable, measurable, and realistic.
7. That a senior manager in each Department be assigned the responsibility for the implementation of the Equal Opportunity Program and that this responsibility be included in his/her job description and that he or she be rated on this aspect of job performance.

8. That the Department Heads reaffirm their support of the Equal Opportunity Department Representatives and ensure that sufficient time and resources are allocated to enable the representatives to carry out their duties and that the Department Heads report on the amount of time and the nature of the resources so allocated.

9. That the week of May 10 to May 14, 1982, be designated "Equal Opportunity Week" at the City of Toronto.

10. That the Equal Opportunity Administrator be requested to develop a technical assistance package on the methods used to establish and measure goals to aid in planning objectives over the next ten years.

11. That the Executive Director of Management Services develop a method of obtaining and updating data on the employment situation at the City of Toronto and design a system to automatically report on the progress of the City's Equal Opportunity initiatives.

12. That the Equal Opportunity Administrator or designate be given the mandate to monitor promotional interviews at the Department level.

13. That the Equal Opportunity Administrator arrange for the development of a series of awareness sessions for the purpose of sensitizing Managers about Equal Opportunity concerns. The ultimate purpose of these workshops would be the identification and discussion of any adverse attitudes which may exist.

The following recommendations were added by Council:

14. That City Council reaffirm its support for the Equal Opportunity Program and agrees to commit additional energy and resources to improve the status of women working for the City of Toronto; and further that City Council applaud the contribution of women who work in the home, in the workplace, and in the community, and often in all three with great energy, drive and dynamism.

15. That the Commissioner of Public Works explore, with the Equal Opportunity Administrator, the possibility of implementing a team approach to facilitate the entry of underrepresented groups into non-traditional jobs, and report on this matter to the Executive Committee in three months' time.

16. That the Commissioner of Public Works explore, with the Equal Opportunity Administrator, the possibility of using the Department's apprentice training program as a vehicle for the entry of underrepresented groups into non-traditional jobs, and report on this matter to the Executive Committee in three months.

17. That the Commissioner of Public Works report within six months on a succession planning package for the Department, having regard for the substantial turnover anticipated.

18. That the Executive Director of Management Services report on existing personnel procedures which might result in inhibiting the entry of underrepresented groups into non-traditional occupations, and also report on changes in such procedures which will more actively support the corporate objectives of the Equal Opportunity Program.

19. That the Executive Director of Management Services report on ways to make their training programs more job related, and report on a process that will evaluate their effectiveness and usefulness.

20. That the Fire Chief, in consultation with the Equal Opportunity Administrator and the Executive Director of Management Services, prepare suitable non-sexist recruitment material for outreach in the Toronto Fire Department, and that the Budget Review Group report on the provision of the necessary funds.

21. That Department Heads review all forms to ensure that the language is neutral with respect to sex; and further, that a guide be prepared through the Management Services Department and the Public Communications Section of the City Clerk's Department, to aid managers in the preparation of future forms and reports to ensure they are bias free.

22. That the Executive Director of Management Services and the Committee of Heads report on the status of our present apprenticeship programs, and the development of new apprenticeship programs; and further, that women be actively recruited to attend these programs.

23. That the Committee of Heads, in consultation with the Equal Opportunity Administrator, develop an active outreach employment program directed to high schools, technical schools, trade schools, community colleges and universities, with particular emphasis on recruiting women.

24. **That before any decision is made to change internal promotion policies, a study of the feasibility and advisability of such a policy change must be made in close consultation with representatives of all the Unions and employee associations which represent City employees.**

25. **That the Executive Director of Management Services, in consultation with other members of the Committee of Heads, give earnest and urgent consideration to the establishment of an in-house apprenticeship program with a view to assisting women to qualify as tradespersons so that positions requiring trade training, both within and outside the municipal civic service, will be more accessible.**

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CHAPTER 1

HISTORY OF THE EQUAL OPPORTUNITY PROGRAM

1973	**The establishment of a Mayor's Task Force on the Status of Women.**
1974	**Job Evaluation Program.**
1975	**The Mayor's Task Force Report on the Status of Female Employees of the City.**
	Civic Information Survey.
	Preliminary work plan to implement the Affirmative Action Program.
1976	**Sub-Committee to recommend policy and guidelines for the Affirmative Action Program.**
	Intent of the Affirmative Action Program presented at meetings held with women employees.
	Name of program changed to Equal Opportunity Program.
1977	**Statement of policy and guidelines for the Toronto Civic Service Equal Opportunity Program adopted by Council.**
1978	**Equal Opportunity Statement and Plan of Action developed and issued.**
	Equal Opportunity Program Annual Review - 1977/78.

1979	The Human Resources Development Committee recommended, and Council reaffirmed, the need to strengthen the City's Equal Opportunity Program.
	Equal Opportunity Program Review, 1979, and new Plan of Action adopted by Council.
	Full-Time Equal Opportunity Program Administrator hired.
	The election of Department Representatives and the development of a Technical Assistance Package for use in implementing an Equal Opportunity Program in the Departments approved by the Human Resources Development Committee.
January/February, 1980	Election of Department Representatives.
March, 1980	First meeting of the Equal Opportunity Department Representatives' Committee
July, 1980	1979 Equal Opportunity Review passed by Council with one amendment: That a study on minorities and the disabled be developed similar to the study contained in the Review.
	Additional staff positions for the Equal Opportunity Program approved by Council to commence January, 1981.
September, 1980	Technical Assistance Package on Equal Opportunity Action Planning completed and distributed to Department Heads.
November, 1980	Outreach Recruitment Program for the employment of disabled persons approved by Council.
December, 1980	Mayor Eggleton's Inaugural Speech in which he stated his commitment and involvement in ensuring that the Equal Opportunity Program at the City of Toronto achieve its objectives.
	First meeting of Equal Opportunity Program Department Representatives with Politicians and Department Heads.

January, 1981	Equal Opportunity Program Administrator appointed to act as a Resource Person to the Mayor's Committee on Community and Race Relations.
May, 1981	First Annual City-wide Equal Opportunity Week. Theme "Choosing our Future" (May 11 to May 15).
August, 1981	Equal Employment Utilization Study presented to Council.
	Equal Opportunity Program for the employment of minorities approved by Council.
September, 1981	Presentation of the City of Toronto's response to Bill 7, an Act to revise the Ontario Human Rights Code by Mayor Art Eggleton to the Standing Committee on Resources Development.
December, 1981	Departments requested to submit their report on the 1981 implementation of their 1980 Action Plans developed from the Technical Assistance Package and to initiate new Action Plans to be implemented in 1982.
	Second meeting of Equal Opportunity Program Department Representatives with Politicians and Department Heads.

CHAPTER 2

THE EQUAL OPPORTUNITY DEPARTMENT REPRESENTATIVES' COMMITTEE

MANDATE

The terms of reference for the Equal Opportunity Department Representatives' Committee were adopted by Council in 1979. The objective of the Committee is to assist the Equal Opportunity Program Administrator in ensuring that staff have equal opportunities for employment, professional development, and advancement within the Civic Service.

The mandate of the Committee and the designated Sub-Committees includes:

a) Reviewing Civic Policies and practices which seem to restrict equal opportunities for staff and recommending appropriate action to management and the Human Resources Development Committee.

b) Identifying management needs as they relate to their responsibility to develop the potential of staff and suggesting future programs and policies in this area.

c) Identifying special projects which might serve to promote the goals of the Equal Opportunity Program in the City and assisting in their development and implementation.

d) Providing expertise to the Equal Opportunity Program Administrator where required.

e) Providing an in-house appeal system for employees who believe they have encountered discrimination.

f) Assisting, developing, and maintaining lines of communication pertaining to the Equal Opportunity Program between all levels of staff, management, and the Equal Opportunity Administrator.

Membership includes at least one elected representative from each department (except Audit and Committee of Adjustment), one representative from each of the official employee organizations (except Local 43), and elected alternate representatives who attend meetings and/or replace the elected members in their absence.

In addition to acting as a forum for change at City Hall, this Committee has become a viable high-profile, active working group offering opportunities for learning.

The Committee meets monthly. Each meeting is divided into distinct components: business and training. The business portion consists of updates on Equal Opportunity Program issues, reports from various working committees such as the Information Committee, Equal Opportunity Week Task Force, the Noon-Hour Program Committee, and problem-solving of on-going issues occurring at the department level.

Training and development of Committee members involved education on a number of fronts:

- Presentations of the functions and responsibilities of City departments by their respective representatives.
- Participation in specific skills training for both Committee representatives and City staff.

Speaker presentations held specifically for Committee representatives included:

- The Equal Opportunity Coordinator for the Ministry of Housing speaking on Organizations and Organizational Life.
- The Program Development Officer from the Women Crown Employees Office speaking on The Relevance of a Data Base.
- The Director of the Affirmative Action Division of the Federal Employment and Immigration Department speaking on The Implementation of an Equal Opportunity Program.
- A presentation on responding to the media.

Representatives participated in workshops on Mediation, Team Building, Networking, Effective Speaking, Power and Negotiation Skills.

Representatives' Activities

- Initiated and implemented a Noon-Hour Program series for City staff on: Assertiveness Training, Credit, People in Jeopardy, Training and Development, Consumerism and Stress Management.
- Helped prepare and implement the Noon-Hour Film Series sponsored by the Equal Opportunity Program.
- Participated on the Task Force responsible for planning the 1981 Equal Opportunity Week and facilitated programs and workshops during the Week.
- Established a Promotion Policy Sub-Comittee in order to review the City's promotion policy and make recommendations.

- Two representatives and the Equal Opportunity Administrator spoke at the Toronto Board of Education on the City's Equal Opportunity Program.

- Politicians and Department Heads attended two Equal Opportunity Community Representatives' meetings. In 1980 Professor Bev Baines of Queen's University spoke on "Affirmative Action/Equal Opportunity Programs, How Valuable Are they? Can the City meet the Challenge" and in 1981 Don Liebers of American Telephone and Telegraph spoke on "How to Implement an Affirmative Action Program Under Legislation".

These educational, developmental and task-oriented programs have greatly assisted the Representatives' Committee in its work. As well, they have led to personal and professional growth for the Representatives and increased their contributions to their Departments.

EQUAL OPPORTUNITY DEPARTMENT REPRESENTATIVES

DEPARTMENT	REPRESENTATIVE	ALTERNATE
AUDIT	--	--
BUILDINGS & INSPECTIONS	Judy Gibson 17th Floor, East Tower 7562	Annette Aleandro 16th Floor, East Tower 7960
CITY CLERK'S	Kim Auld 2nd Floor 7341	Roberta Corey 2nd Floor 7341
CITY PROPERTY	Jennie Clark 9th Floor, East Tower 7132	Dee Shields Basement, West Tower 7156
COMMITTEE OF ADJUSTMENT	--	--
FINANCE	Felicia Houtman Main Floor 7101	Sharon Hearst 6th Floor, West Tower 7128
FIRE	Louise Jackson Main Floor 7693	
HOUSING	Cathy Gibson 180 Dundas Street West 7872	Ann Dembinski 180 Dundas Street West 7872
LEGAL	Margie Wallace 16th Floor, West Tower 7238	Herb Lester 16th Floor, West Tower 7241
MANAGEMENT SERVICES	Nancy Phelan 17th Floor, West Tower 7166	
	Malcolm DeSouza Main Floor 7715	
OFFICE OF LABOUR RELATIONS	Rhonda Soby Holiday Inn 7498	Pat Glass Holiday Inn 7498

DEPARTMENT	REPRESENTATIVE	ALTERNATE
PARKS AND RECREATION	Bob Mackie Booth Avenue Office 7261	
	Ina Surrell 21st Floor, East Tower 7284	
PLANNING AND DEVELOPMENT	Margaret Bryce Dundas Lansdowne Site Office c/o 18th Floor, East Tower 536-2105	
	Michael Ufford 19th Floor, East Tower 7355	
PUBLIC HEALTH	Ieva Plorins 1631 Queen Street East 698-1521	
PUBLIC WORKS	Connie Neil 425 Old Weston Road 654-2066	Chris Bloomer 433 Eastern Avenue 461-0854
	Colman Murphy 24th Floor, East Tower 7711	Steve Moore 433 Eastern Avenue 461-0854
PURCHASING AND SUPPLY	Michel Pepin 843 Eastern Avenue 7637	Ray Beers 4th Floor, West Tower 7311
	Carolyn Atkinson 4th Floor, West Tower 7311	
M.T.C.E.U. Local 43	--	--
C.U.P.E. LOCAL 79	Sonya Fortunato Information Desk Main Floor 7149	Felicia Houtman Main Floor 7101
COTAPSAI	Vic Sibley 16th Floor, West Tower 7223	W.H. Elson Operations - North 100 Merton Street 488-5583

CHAPTER 3 CORPORATE OBJECTIVES

1. To establish Department Utilization Studies in order that women and men with the qualifications and potential may voluntarily indicate their interest in and be actively developed to progress towards management positions and positions in non-traditional areas.

2. To involve employees identified by the Department Utilization Studies in Career Planning and Pathing, in order that a record is maintained of their progress in the organization.

3. To develop and monitor an Outreach Recruitment Program for all occupational categories in which women and men are underrepresented so that the occupational distribution in the Toronto Civic Service more closely reflects the current labour force and graduate statistics.

4. To provide all supervisors and managers with Specific Training to enable them to gain the skills needed to counsel employees in determining their career goals and to further assist in the achievement of these goals.

5. To develop Enrichment Programs for interested employees who want to stay in their present occupations.

The objectives stated above are the Corporate Committment of the City of Toronto to the Equal Opportunity Program. The Statistical Analysis addresses the objectives and the Department Reports and Plans of Action for 1982 are a response to this Corporate Commitment.

CHAPTER 4 ANALYSIS OF CORPORATE DATA 1979-1981

The following Summary Figures and Tables have been developed to highlight the three main objectives of this Annual Review:

- to assess the present status of women and men employed by the City of Toronto
- to indicate areas where opportunity exists to improve women's position
- to identify positive or negative trends in participation rate, salary, recruitment, selection, and occupational integration.

For more complete data, the reader is invited to consult the detailed computer tables in Appendix A.

CONCLUSIONS

- Women are underemployed in most City occupational categories when compared to their availability in the external workforce and among graduates.

  The extent of women's underemployment in non-traditional areas raises two questions: Are women applying for these positions? Are they being hired if they do apply? Analysis of applicant flow indicates that aggressive recruitment strategies will likely be necessary if meaningful change is to occur.

- Women continue to be underrepresented in senior management (one woman, 19 men at the Heads/Deputies level; 12 women, 93 men at Wage Code 912 and above). Again, these numbers indicate the need to carefully analyze applicant flow and promotion practices.

- Jobs with the City of Toronto remain largely sex-segregated. This ongoing and persistent problem is most clearly seen in the three largest Departments: Public Works, Fire, and Public Health.

  Success of the Equal Opportunity Program will be limited without significant movement towards occupational integration. However, we are loathe to recommend integration in Public Health until significant integration occurs elsewhere.

- Women's salaries as a percentage of men's is substantially higher (91%) than the figure for Canada as a whole (58%).

- The largest salary disparity occurs at the highest occupational levels.

- There is a small increase in the number of women in the Professional, Technical and Managerial Category indicating that the Equal Opportunity Program is beginning to have some impact there.

  Analysis of the relationship between salary differential and the number of female employees in the Professional, Technical and Managerial Category reveals a small trend: where the numbers of women have increased, their proportional earnings have tended to decrease.

  We point out this trend because in the external workforce a large number of women are clustered in low-paying jobs and, therefore, the salary differential is high. If disproportionate numbers of women are recruited into the City workforce at the lower-paying occupational levels, the wage gap in the City may widen also.

- The overall rate at which Equal Opportunity can progress in the City is, of necessity, limited by the number of job openings: promotions and hiring through newspaper advertisements (excluding transfers) in 1981 totaled about 8% of the City workforce.

FIGURE 1 - PERCENTAGE OF WOMEN EMPLOYED BY CITY HALL

FIGURE 1 shows an increase in the percentage of women employed by the City of Toronto (heavy dashed line) from 14% in 1973 to 20% in 1981. The present proportion of women is still low when compared to female participation rates for Ontario (42%) and Canada (40%). Comparison with other municipal governments (Vancouver, 34.6%; Ottawa, 19.2%) shows that these cities also employ fewer women than the national average.

The factor which best accounts for the City's low female representation can be illustrated by excluding the Fire and Public Works Departments from the analysis. As the solid line in FIGURE 1 shows, the percentage of women in other Departments has increased from 33% in 1973 to 40% in 1981 and is now at a level comparable to the provincial and national participation rates. (Nonetheless, later FIGURES will show that women are still underrepresented in most categories relative to their availability in the workforce.)

Comparing the two lines in FIGURE 1 shows that:

WHILE PROGRESS HAS BEEN MADE OVER THE LAST EIGHT YEARS TO INCREASE THE NUMBER OF WOMEN EMPLOYED BY THE CITY, FURTHER SIGNIFICANT INCREASES WILL OCCUR ONLY WHEN THE LARGE MALE-SEGREGATED DEPARTMENTS ARE INTEGRATED.

FIGURE 1

% OF WOMEN EMPLOYED BY CITY HALL

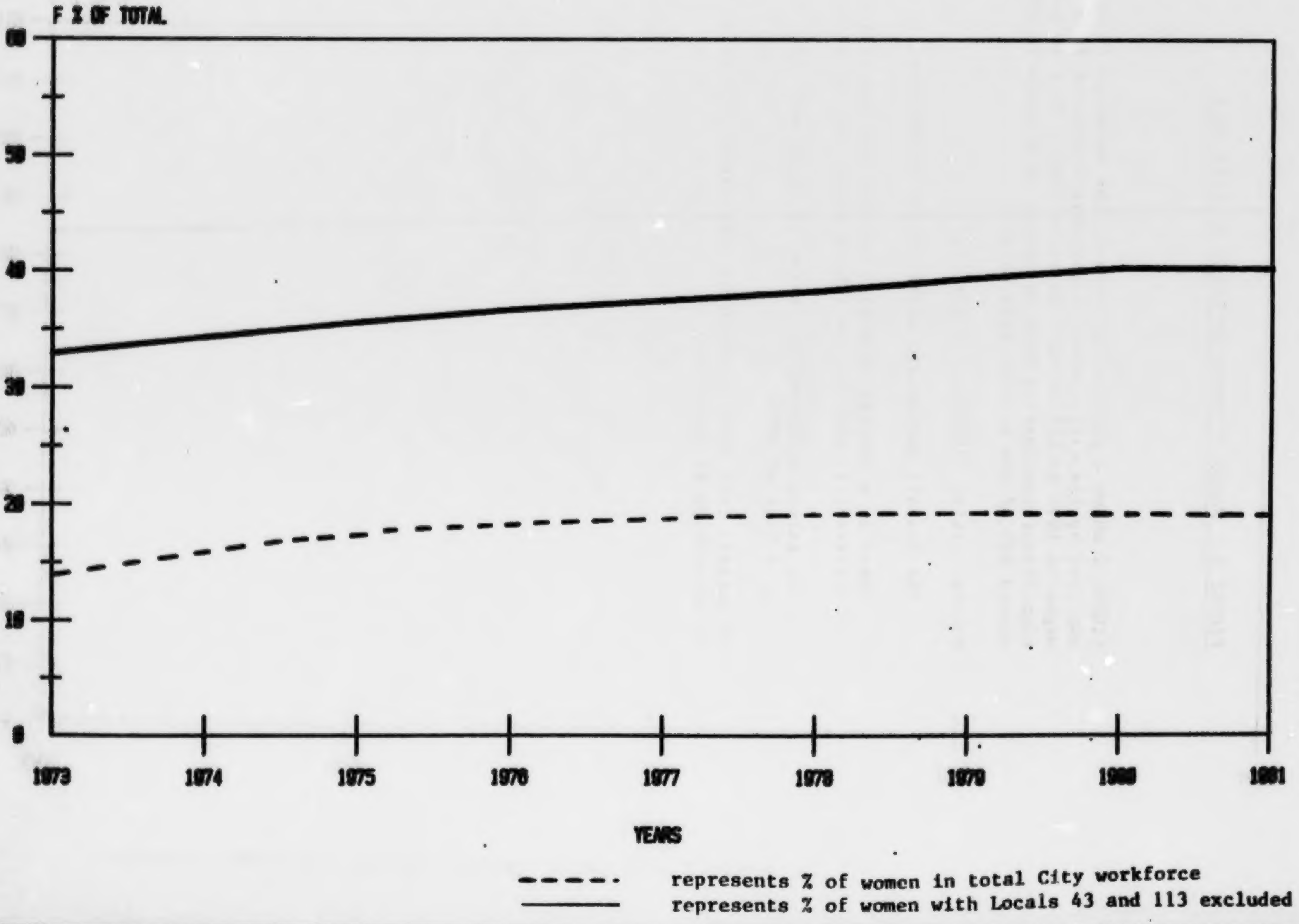


FIGURE 2 - WAGES OF WOMEN EMPLOYED AT CITY HALL

FIGURE 2 shows a positive picture of the earnings of women employed by the City. Women's earnings increased from 84% of male wages in 1977 to 91% of male wages in 1981. This is particularly significant considering that in Canada as a whole in 1981, women earned 58% of the average male salary.

However, later FIGURES indicate that:

- The overall percentage masks larger disparities in some areas.
- There is a complex interplay between the low salary differential and the low female participation rate.
- The salary differential varied by Department from a low of 65% to a high of 105%.

We suggest that more research be undertaken to clarify these relationships at City Hall.

FIGURE 2

WAGES OF WOMEN EMPLOYED BY CITY HALL

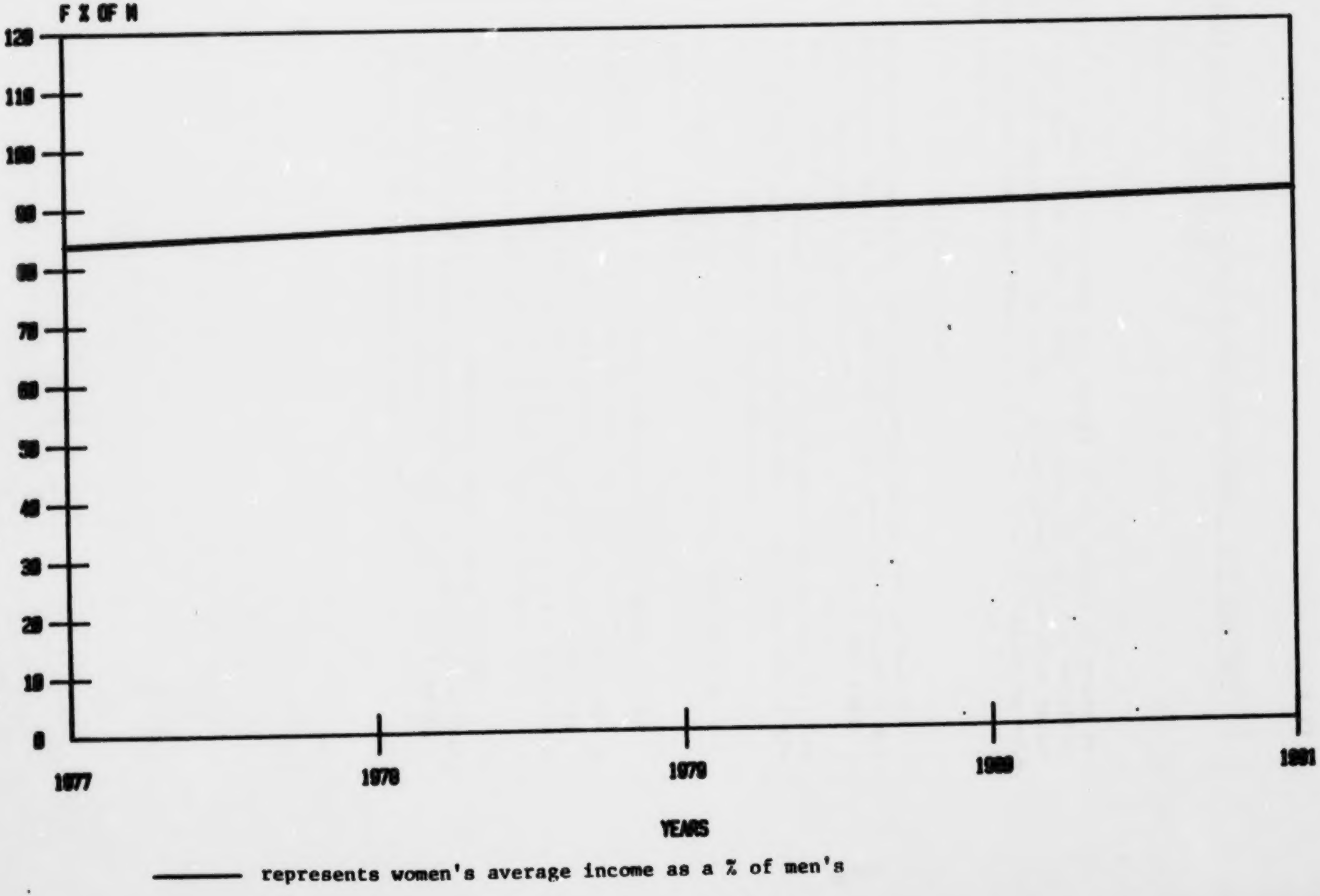


FIGURE 3 - STATUS OF WOMEN IN EACH DEPARTMENT, 1979 AND 1981 INCIDENCE

FIGURE 3 (2 pages) indicates the change in the number of women in each Department from 1979 to 1981. In order to show the relative size of each Department, the number of employees is written below each title and the Departments are ordered by size, beginning with the largest.

In FIGURE 3 note especially that:

- Women continue to be overrepresented in the Public Health Department (82% in 1979 and 1981) and underrepresented in most other Departments, particularly Fire (.5% in 1979 and 1981) and Public Works (4% in 1979 and 5% in 1981). This segregation of women is most significant considering that the three Departments noted are the largest, employing 62% of the City's total workforce. In other words:

  OVER 60% OF CITY OF TORONTO EMPLOYEES STILL WORK IN SEX-SEGREGATED DEPARTMENTS.

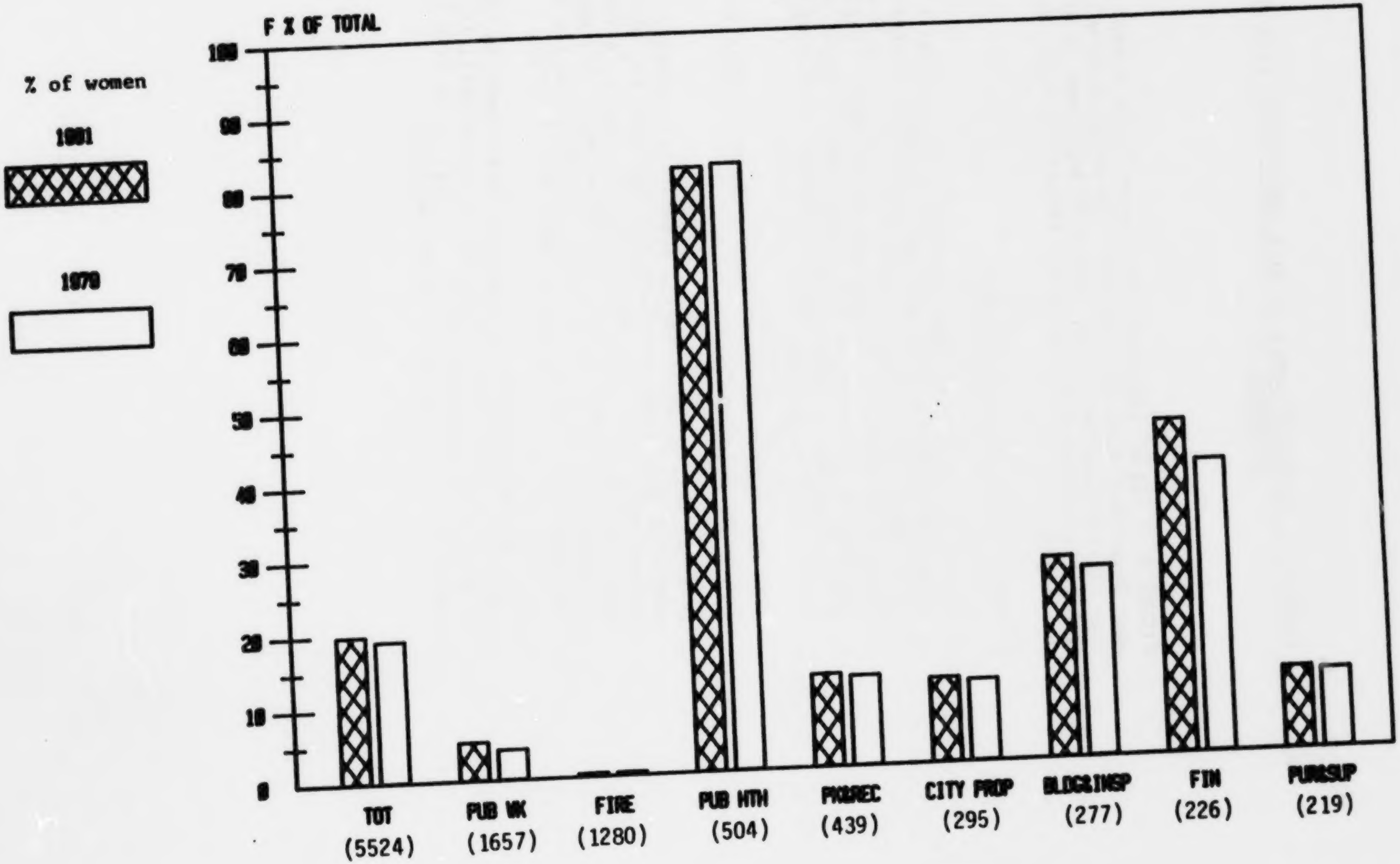
- In other smaller Departments, substantial increases in the number of women have occurred over the last two years: Finance Department (226 employees, 45% female in 1981, 40% in 1979); Buildings and Inspections Department (277 employees, 27% female in 1981, 24% in 1979); and City Clerk's Department (169 employees, 63% female in 1981, 60% in 1979).

- While several Departments employed fewer women in 1981 compared to 1979, these Departments are so small that a change of only a few personnel results in what looks like a large change in the percentage of women employed.

FIGURE 3

STATUS OF WOMEN IN EACH DEPT 1979 & 1981

INCIDENCE



STATEMENT OF STRENGTH - PERMANENT EMPLOYEES

FIGURE 3 (cont'd)

STATUS OF WOMEN IN EACH DEPT 1979 & 1981

INCIDENCE

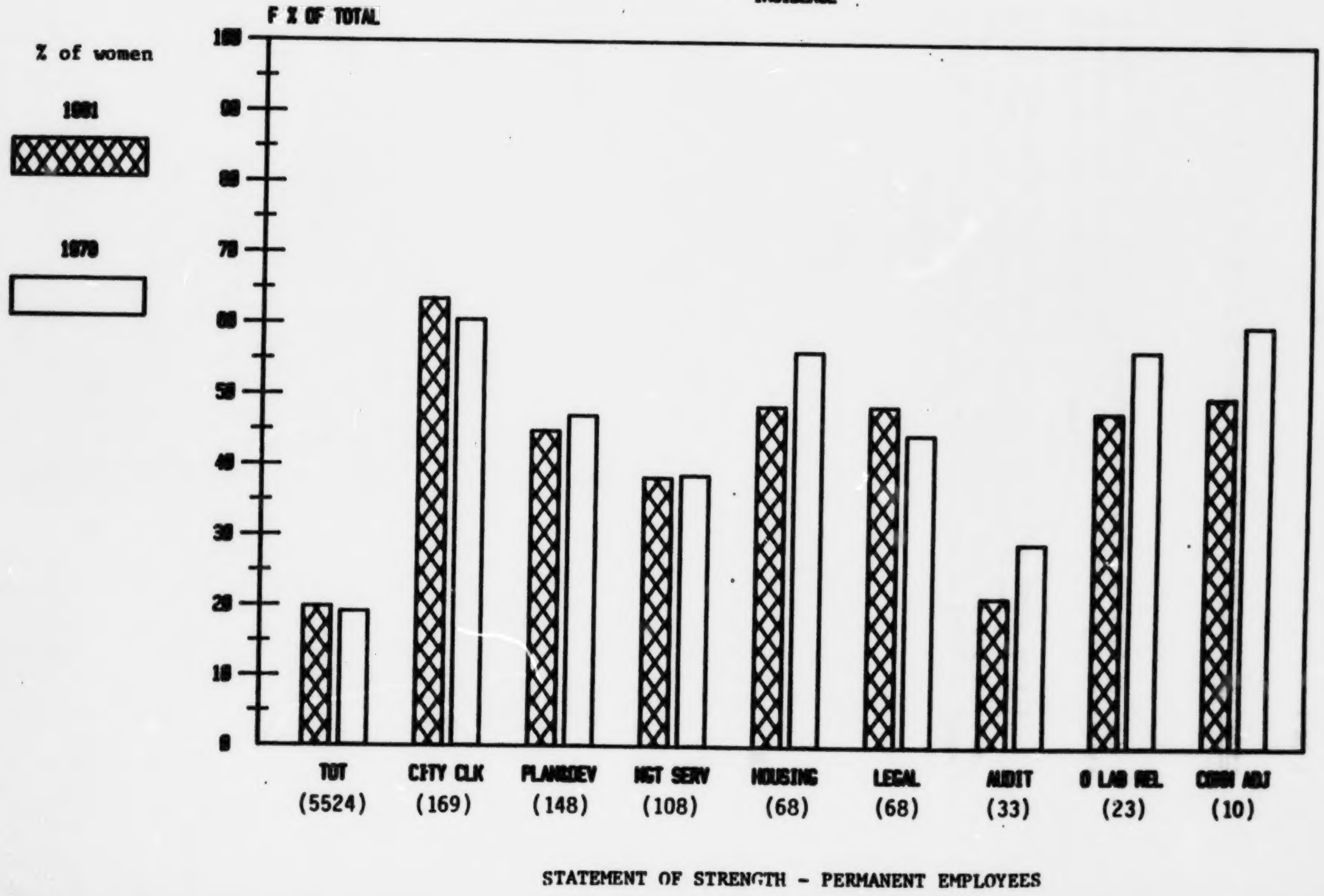


FIGURE 4 - STATUS OF WOMEN IN EACH DEPARTMENT, 1979 AND 1981 WAGES

FIGURE 4 (2 pages) shows the changes in women's salaries in each Department from 1979 to 1981. As in FIGURE 3, the Departments are ordered by size, from largest to smallest.

The FIGURE shows that, almost without exception, women in all Departments are earning wages somewhat closer to men's in 1981 than they were in 1979. However, this trend must be evaluated in relation to the occupational data which follows in TABLE 1, (page 25).

FIGURE 4

STATUS OF WOMEN IN EACH DEPT 1979 & 1981

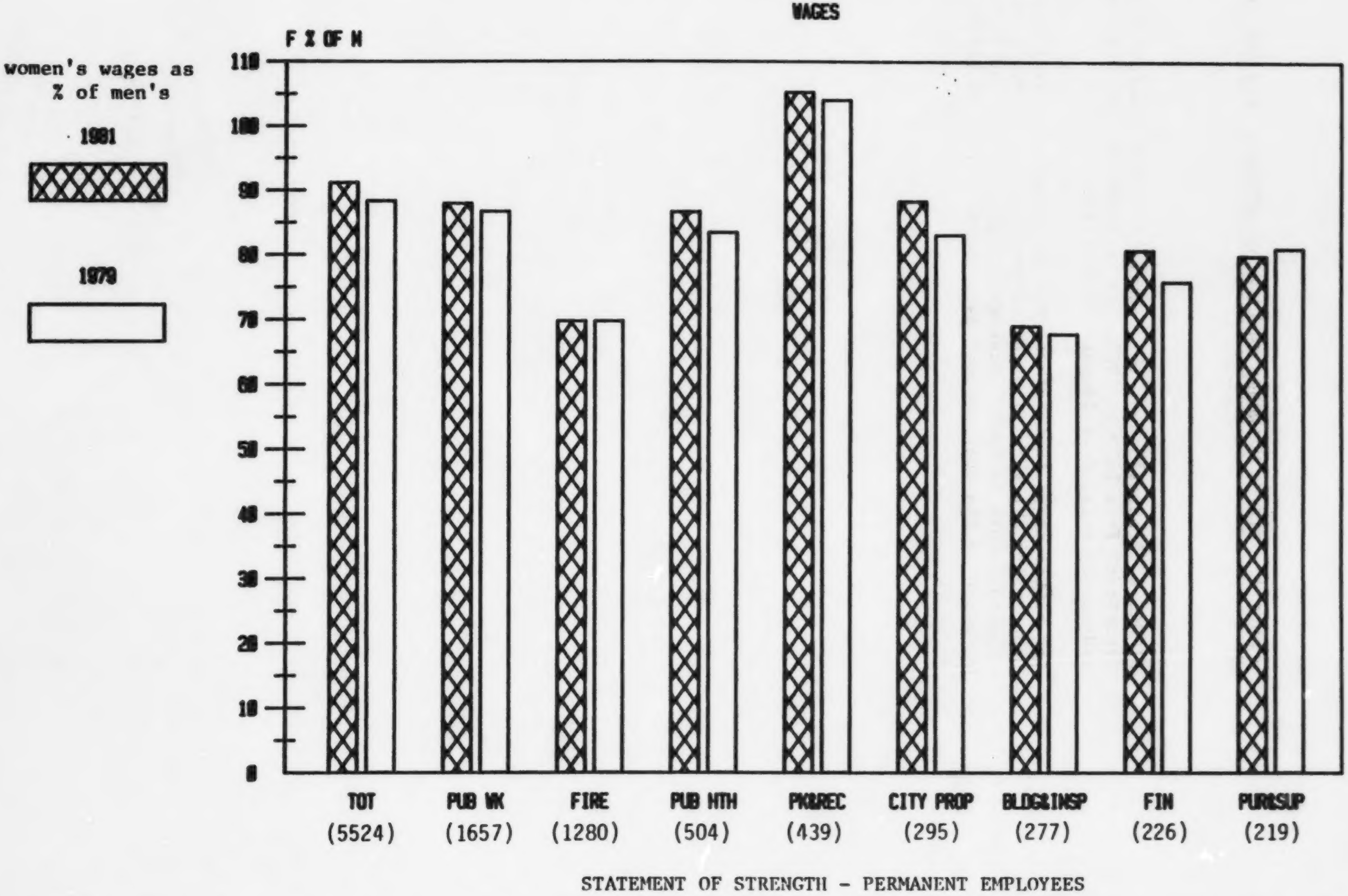


FIGURE 4 (cont'd)

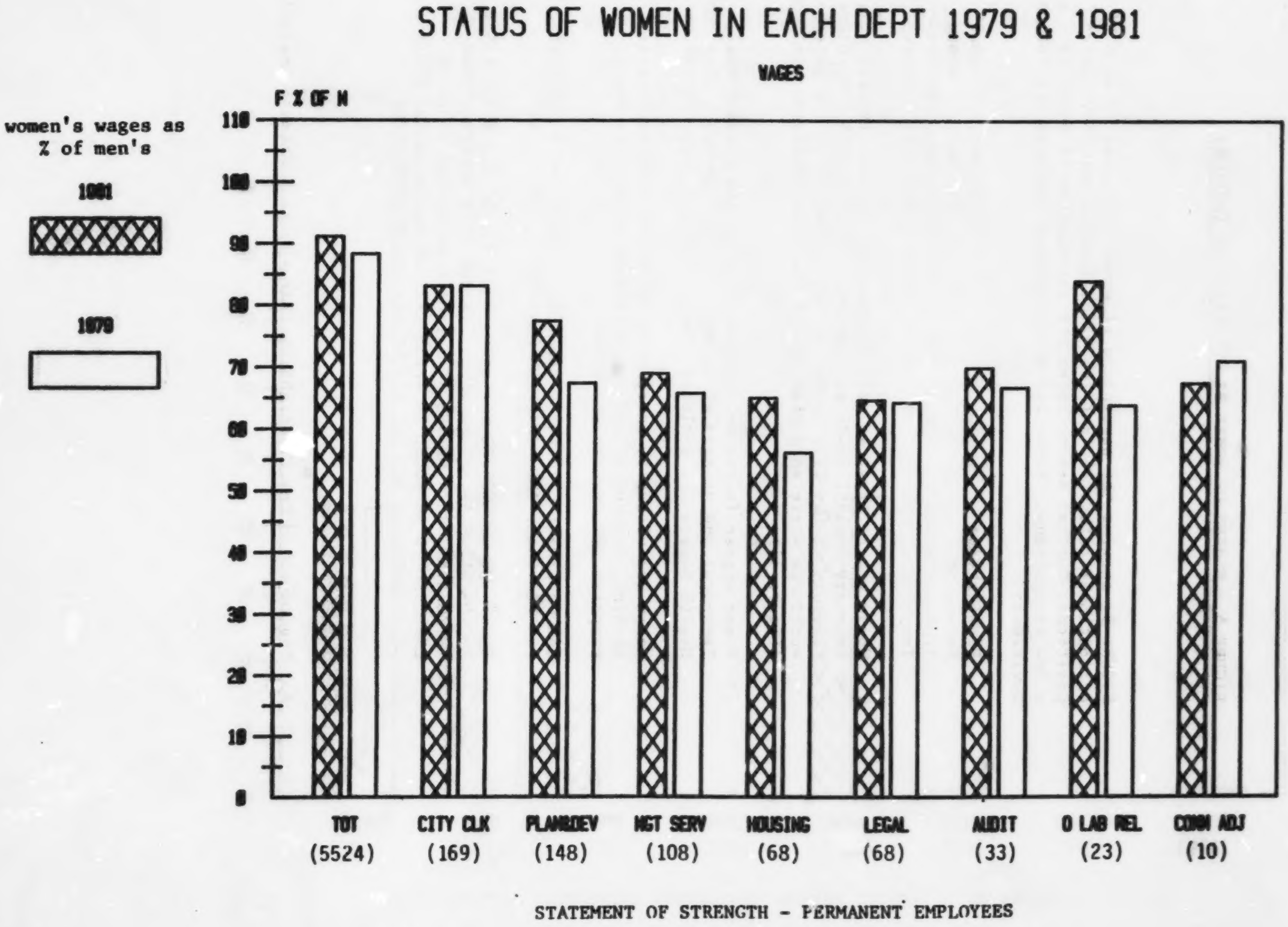


FIGURE 5 - NUMBER OF WOMEN BY OCCUPATIONAL CATEGORY

FIGURE 5, showing the percentage of women employees in each of six occupational categories and the Miscellaneous and Unevaluated positions, further demonstrates the segregation of women into only a few occupations. Note that Miscellaneous includes the following Divisions:

Firefighting	1,264 men,	1 woman*
Packaging	548 men,	1 woman
Transportation	380 men,	0 women
Inspectors, etc.	317 men,	17 women

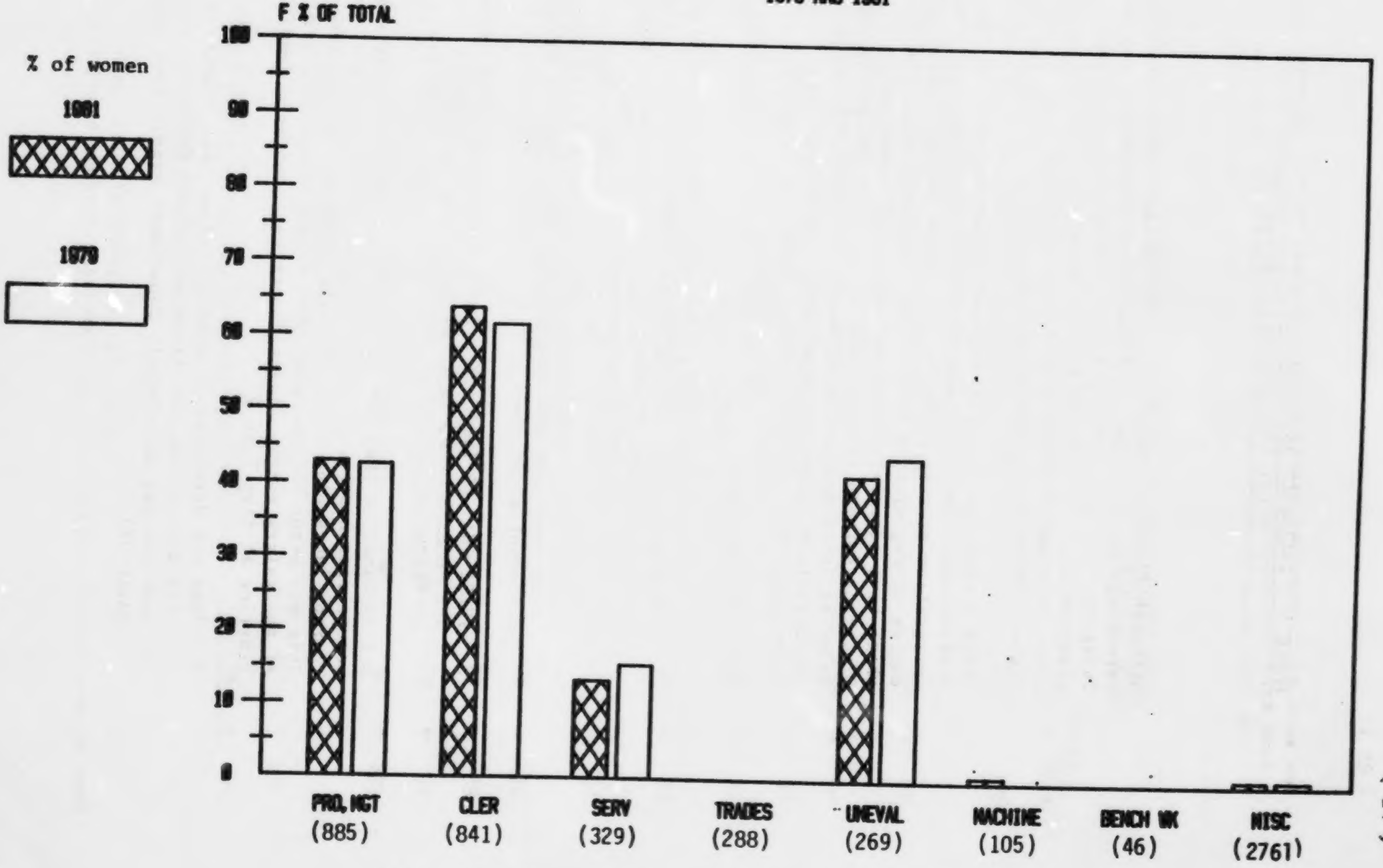
- Women are at least as well represented in the Clerical Category in 1981 (64%) as they were in 1979 (62%).The Clerical Category in the City is not as segregated as in the external workforce where more than 76% of Clerical employees are female (Figure 11).
- Women appear fairly well represented in the Professional, Technical and Managerial Category (43%). However, when Public Health Nurses are excluded, the percentage drops to 24%.
- Women are virtually unrepresented in the Service, Trades, Machine, Benchwork, and Miscellaneous Categories which comprise 64% of City employees.
- 84% OF FEMALE CITY EMPLOYEES WORK IN ONLY TWO CATEGORIES, PROFESSIONAL, TECHNICAL AND MANAGERIAL, AND CLERICAL.
- THESE TWO CATEGORIES REPRESENT ONLY 31% OF ALL EMPLOYEES BUT 84% OF ALL FEMALE EMPLOYEES. IF THE CITY WORKFORCE WAS INTEGRATED, THEN ONLY 31% OF FEMALE EMPLOYEES WOULD BE EXPECTED TO BE FOUND IN THESE CATEGORIES, WITH THE OTHER 69% DISTRIBUTED AS MEN ARE ACROSS ALL OTHER CATEGORIES.

* The woman in the Firefighting category is a Fitness Analyst.

FIGURE 5

NO. OF WOMEN BY OCCUPATIONAL CATEGORY

1979 AND 1981



OCCUPATIONAL CATEGORIES ORDERED BY NUMBER OF EMPLOYEES IN EACH CATEGORY

TABLE 1 - INCIDENCE AND WAGES OF WOMEN IN THE PROFESSIONAL, TECHNICAL AND MANAGERIAL DIVISIONS

Although FIGURE 5 showed only a small increase in the overall percentage of women in the Professional, Technical and Managerial Category, the Category represents the highest paid jobs. We examined this Category in greater detail in TABLES 1 and 2 in order to break down the overall incidence and proportional salary figures which may be obscuring complexities within the Category.

TABLE 1 examines the incidence and wages of women in the Professional, Technical and Managerial Divisions. The overall integration of this Category (43% women in 1981) masks a high degree of segregation within it. The TABLE shows the changes which have occurred in the percentage of women employed in the Divisions between 1979 and 1981 along with changes in their salaries (as a proportion of men's salaries). Three Divisions (Architecture, Heads of Departments and Deputy Heads*) have been left out of the analysis because there are no women in them.

Note that in 1981:

- In five Divisions where more women are employed than in 1979, the differential has increased (Administrative Specializations, Mathematics, Law and Jurisprudence, Library and Archival, and Miscellaneous).
- In a further two Divisions (Recreation and Life Science), fewer women are employed than in 1979, but the salary differential is lower.
- THESE CHANGES INDICATE A SMALL TREND WHEREBY AN INCREASE IN THE NUMBERS OF WOMEN IS OFFSET BY AN INCREASE IN THE SALARY DIFFERENTIAL.

One explanation that may be offered is that bringing women into occupations necessitates hiring them into entry-level positions, thereby increasing their representation but at the lower levels. This may occur for example, when a male incumbent, paid at Step 4 of the salary range, leaves and is replaced by a female employee starting at Step 1 or 2.

* Jobs are described by specialization, not responsibility. In this discussion, the Assistant Deputy Solicitor appears as such and not as a Deputy Department Head. (See APPENDIX A, TABLE 3B).

- Thus, to ensure that increasing female representation does not have a negative impact on the salary differential, care must be taken to recruit trained and experienced women into all occupational levels and pay ranges

TABLE 1 - INCIDENCE AND WAGES OF WOMEN IN THE PROFESSIONAL, TECHNICAL AND MANAGERIAL DIVISIONS, 1979 AND 1981

	Incidence F % of Total			Wages F % of Male		
Division	1979 %		1981 %	1979 %		1981 %
Medicine and Health (309)	96		95	74	◀	76
Administrative Specializations (160)	12	▶	14	89	◀	86
Engineering (150)	3	▶	5	77	▶	85
Mathematics (30)	6	▶	13	78	◀	75
Law and Jurisprudence (26)	17	▶	23	90	◀	83
Managers and Officials (22)	0	▶	4	--		65
Library and Archival (14)	36	▶	50	78	◀	76
Social Science (11)	11	▶	36	87	▶	89
Recreation (8)	57	◀	50	78	▶	87
Life Science (5)	60	◀	40	94	▶	103
Corporate Counsel and Assistant Deputy Solicitor (2)	50		50	111	◀	100
Miscellaneous (118)	2	▶	23	109	◀	94

Note:

1. Arrows indicate direction of change.
2. Bracketed numbers represent the total number of employees in each Division.

TABLE 2 - PERCENTAGE OF WOMEN IN THE PROFESSIONAL, TECHNICAL AND MANAGERIAL CATEGORY BY DEPARTMENT, 1979 AND 1981

TABLE 2 shows the number of women in the Professional, Technical and Managerial Category by Department. The following positive trends are noted:

- A statistically significant increase in the percentage of Professional, Technical and Managerial women in the Planning and Development Department.
- Trends toward more women in this Category in a further 8 of the 16 Departments.
- Only two reversals, one in the Office of Labour Relations and one in Purchasing and Supply.

THESE ARE VERY POSITIVE TRENDS CONSIDERING THEY OCCURRED WITHIN A TWO-YEAR PERIOD. IT SUGGESTS THAT THERE WERE (AND ARE) QUALIFIED WOMEN AVAILABLE AND THAT INITIATIVE WAS TAKEN TO HIRE AND PROMOTE THEM.

Note, however, that the management level positions, as most other positions in the three largest Departments, remain largely segregated.

While this overall picture of the Professional, Technical and Managerial Category looks good, it should still be remembered that:

- A large number of females in this Category are Public Health Nurses, not managers.
- In Wage Codes 800 and 912 and above, the number of men greatly exceeds that of women.

Wage Level	Number in Level	Number of Women
800	20	1
912	26	2
913	22	2
914	12	2
915	10	1
916	8	-
917	1	-
918	16	5

TABLE 2 - PERCENTAGE OF WOMEN IN THE PROFESSIONAL, TECHNICAL AND MANAGERIAL CATEGORY BY DEPARTMENT, 1979 AND 1981

Department		Women as Percentage of Category		
		1979 %		1981 %
TOTAL	(885)	43		43
Public Works	(165)	2	→	4
Fire	(5)	0		0
Public Health	(323)	92		92
Parks & Recreation	(20)	20		20
City Property	(29)	0	→	3
Buildings & Inspections	(34)	3	→	6
Finance	(24)	0	→	12
Purchasing & Supply	(29)	4	←	3
City Clerk's	(23)	32	→	39
Planning & Development	(103)	18	→	31*
Management Services	(52)	14	→	19
Housing	(18)	9	→	11
Legal	(34)	16	→	20
Audit	(11)	0		0
Office of Labour Relations	(13)	42	←	38
Comittee of Adjustment	(2)	0		0

Note:

* Indicates percentage is significantly larger than the 1979 percentage.

1. Arrows indicate direction of change.

2. Bracketed numbers show the total number of employees in the Professional Category in each Department. Departments are ordered by total number of employees, beginning with the largest.

FIGURE 6 - WAGES OF WOMEN BY OCCUPATIONAL CATEGORY, 1979 AND 1981

FIGURE 6 shows women's earnings in the various occupational Categories. There are no women in the Structural Work, Benchwork and Tradespeople Categories, so these could not be evaluated.

The FIGURE shows that:

- The gap between women's and men's wages narrowed in each Category where it could be measured. This suggests that women at all levels and in all occupations where they are employed are receiving more nearly equal pay for the same work.
- An important gap between men's and women's wages still occurs in the Professional, Technical and Managerial Category, the area of highest salary.

FIGURE 6

WAGES OF WOMEN BY OCCUPATIONAL CATEGORY

1979 AND 1981

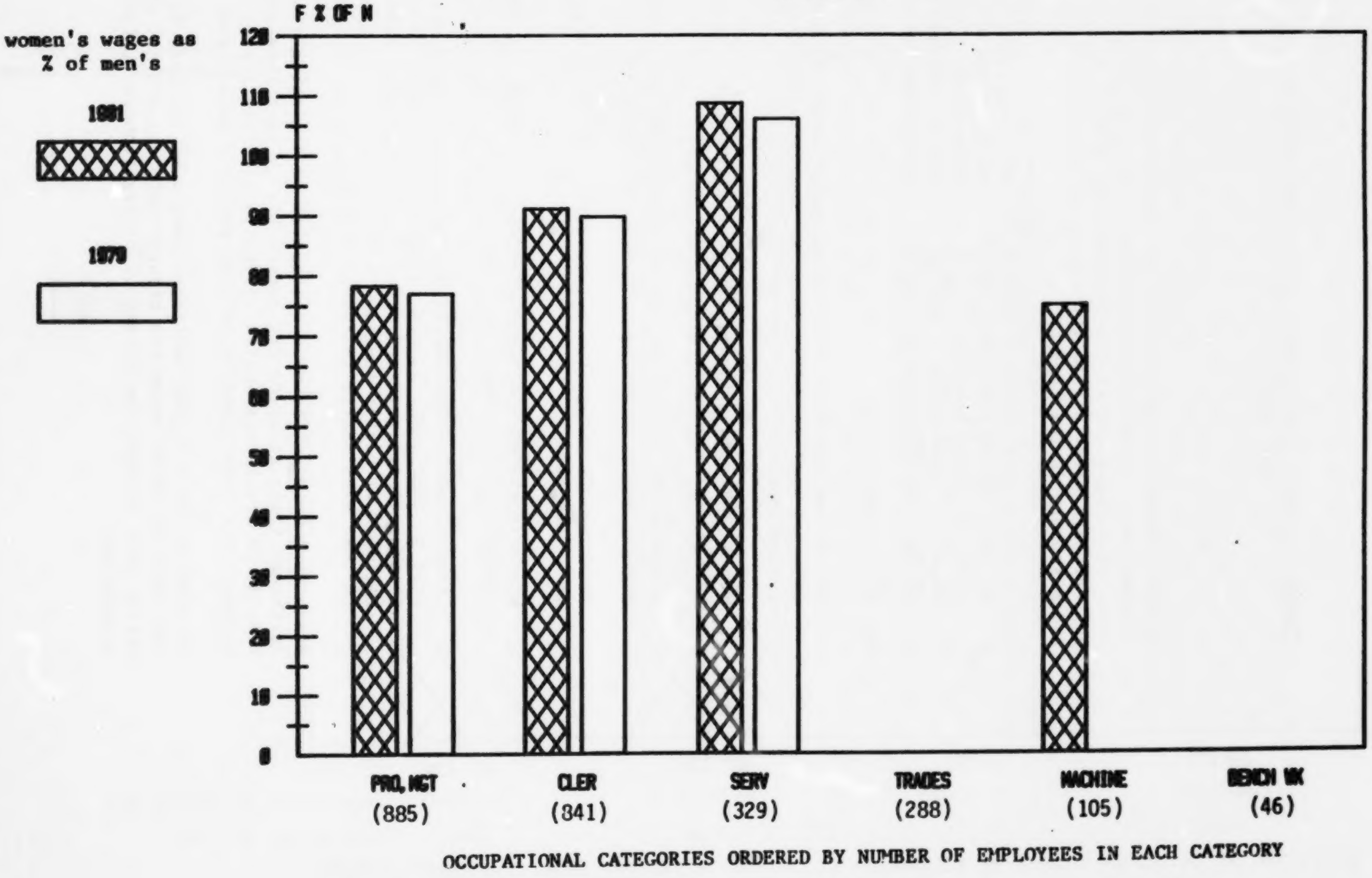


FIGURE 7 - WAGES AND SEGREGATION IN THE PROFESSIONAL, TECHNICAL AND MANAGERIAL DIVISIONS.

FIGURE 7 shows average salaries for men and women in the Professional, Technical and Managerial Category according to the level of integration of the occupational Divisions. The following criteria are used to identify degree of integration in FIGURE 7 and elsewhere in the report.

0.0% - 19.9% women	male-segregated
20.0% - 39.9% women	male-dominated
40.0% - 59.9% women	integrated
60.0% - 79.9% women	female-dominated
80.0% - 100.0% women	female-segregated

The FIGURE shows that:

- 79% of employees in the Professional, Technical and Managerial Category work in either male- or female-segregated occupations.

- Women in the male-segregated occupations earn, on average, $8,933 less than men.

- Women in the female-segregated occupations (Medicine and Health) earn, on average, $8,470 less than men.

- Women in the integrated occupations earn, on average, $5,162 less than men.

- Women in the male-dominated occupations earn, on average, $3,816 less than men.

- Clearly, most women in these segregated occupations either work at the lowest levels of the Professional, Technical and Managerial designations or are receiving lower salaries when employed at higher levels. These discrepancies require further examination in future Reviews.

Women earn more in the male-segregated or dominated occupations (although their salaries are substantially less than men's) than they do in female-segregated occupations. This likely occurs because jobs traditionally held by men have paid higher salaries.

In summary, this figure further illustrates the need to monitor the level at which women are brought into occupations while also taking into account the extent of segregation in different occupations.

FIGURE 7

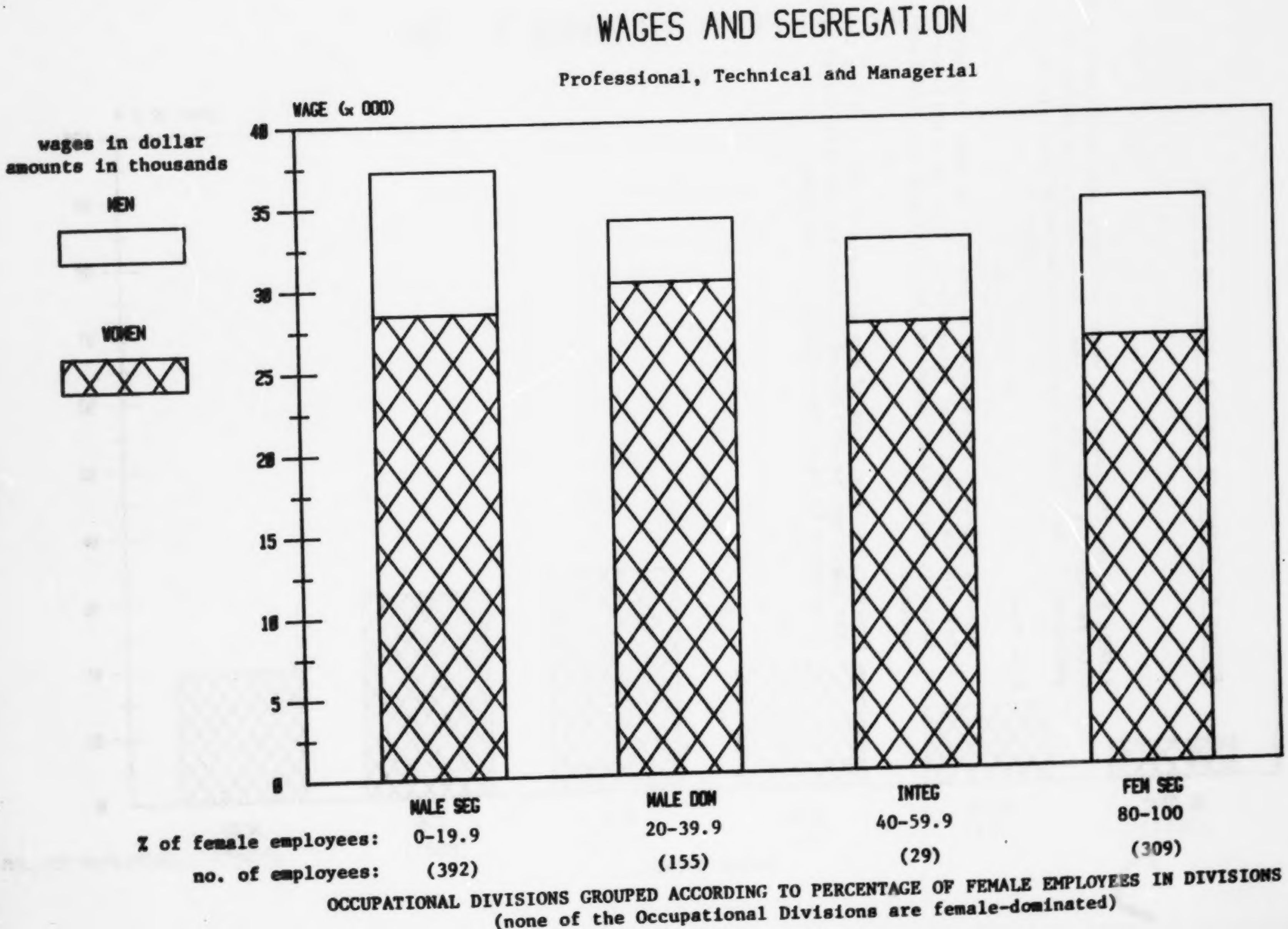

WAGES AND SEGREGATION
Professional, Technical and Managerial
WAGE (x 000)
wages in dollar amounts in thousands
MEN
WOMEN
40
35
30
25
20
15
10
5
0
MALE SEG
MALE DOM
INTEG
FEM SEG
% of female employees:
0-19.9
20-39.9
40-59.9
80-100
no. of employees:
(392)
(155)
(29)
(309)
OCCUPATIONAL DIVISIONS GROUPED ACCORDING TO PERCENTAGE OF FEMALE EMPLOYEES IN DIVISIONS
(none of the Occupational Divisions are female-dominated)

FIGURE 8 - NUMBER OF WOMEN BY YEARS OF SERVICE

FIGURE 8 shows the number of women who have been employees of the City for various lengths of time. Here again, the number of employees in each time division is shown below their label.

Note that:

- Women are better represented in the 0 - 10 year categories than in the longer time categories. This is likely due to the dramatic increase of women in the workforce over the past two decades.

- However, at least some of the increase of women in the 0 - 10 year group may be attributed to specific recruitment of women in response to Equal Opportunity initiatives.

FIGURE 8

NO. OF WOMEN BY YEARS OF SERVICE

1981

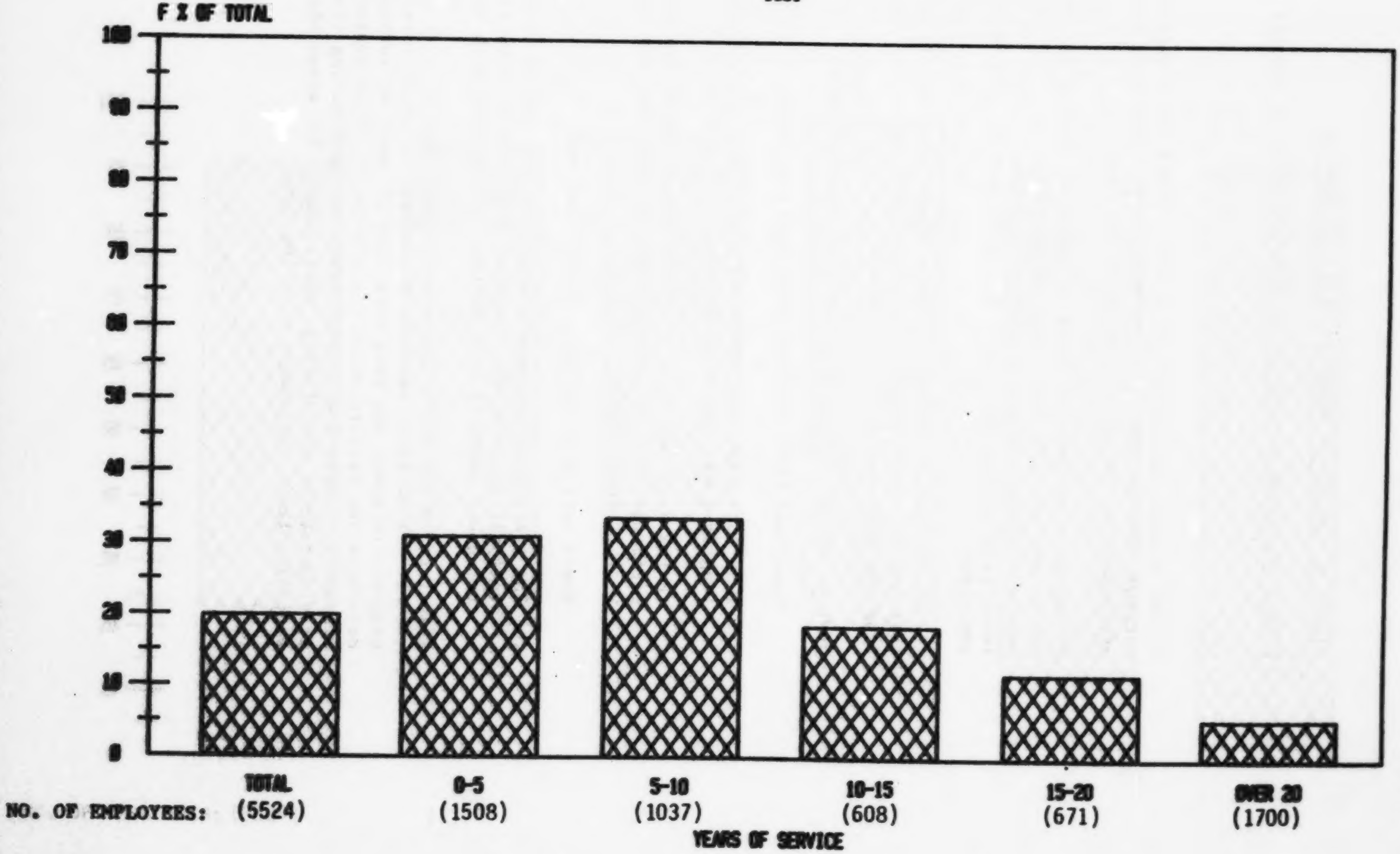


FIGURE 9 - WAGES OF WOMEN BY YEARS OF SERVICE

FIGURE 10 - WAGE AND LENGTH OF SERVICE, CUPE 79 AND APS

FIGURE 9 shows the disparity in women's and men's wages across the various years of service. The disparity in wages is most pronounced in the longest years of service.

FIGURE 10 shows average wages by years of service for women and men in APS and CUPE 79. These designations encompass 95% of female City employees. Women are more nearly equal to men in the lower-paid occupations (CUPE 79) which account for 88% of women employees.

At the APS level, however, women's wages are substantially lower than men's. Over length of service their wages decline rapidly from the high seen at 5 - 10 years.

Several mechanisms could account for these findings:

- Women may have received lower entry salaries.
- Long-term women employees may have been less qualified than long-term men employees at the higher wage levels.
- In the past (but less in recent years) women may have performed less valued work and received less pay than men for work of equal value.
- Women were promoted more slowly than men.
- The percentage increments women receive, based on their lower entry-level salaries, function as a form of cumulative deficit and cause women to fall further behind with each raise.

Almost certainly all of these mechanisms were at work to some extent. It would be helpful, therefore, to study carefully the progress of women who have more than 15 years of service and determine the factors which contributed to their present wage disparity. Isolating these factors and eliminating them would provide greater opportunity, particularly for women who are now beginning their employment with the City.

FIGURE 9

WAGES OF WOMEN BY YEARS OF SERVICE

1981

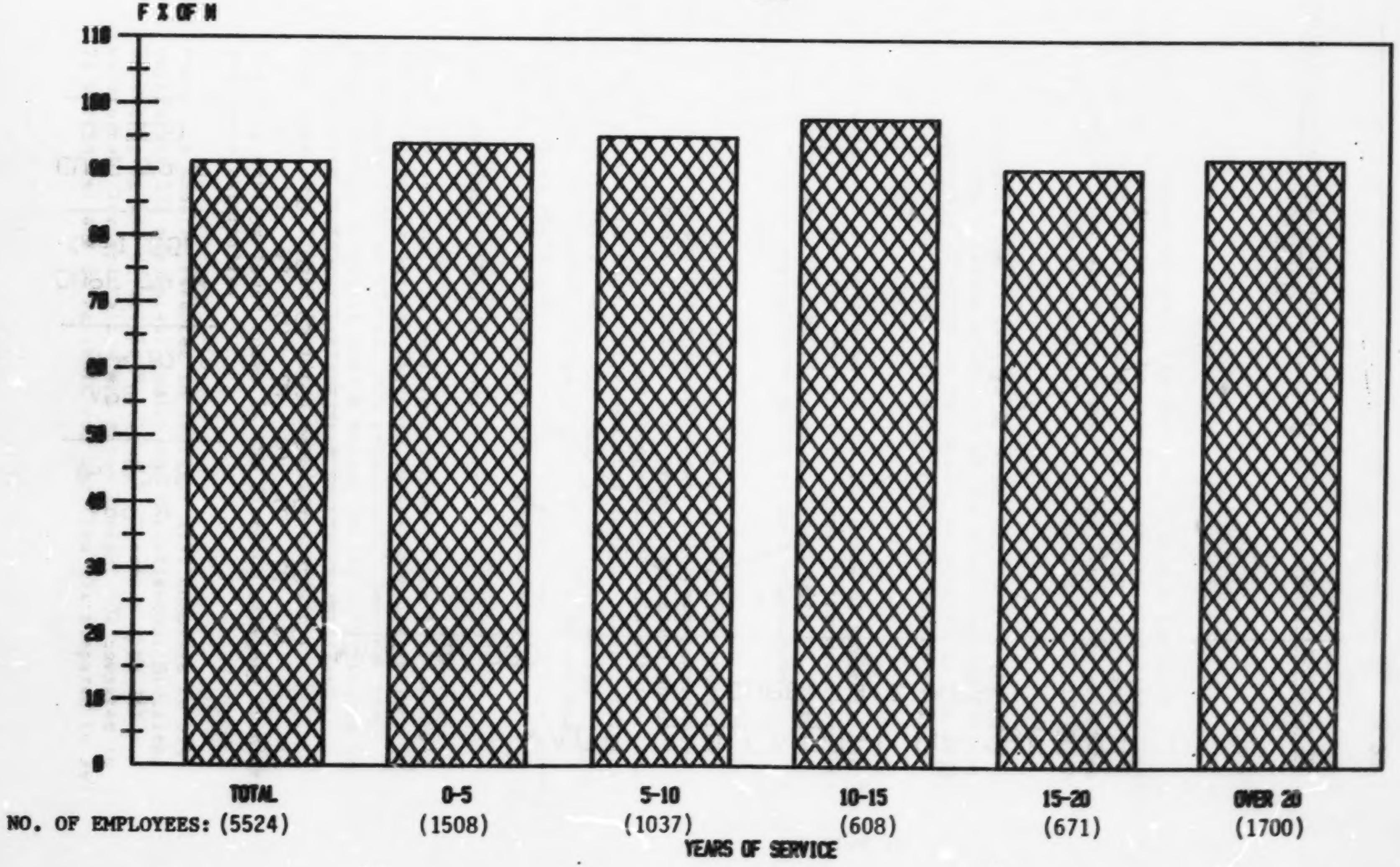


FIGURE 10

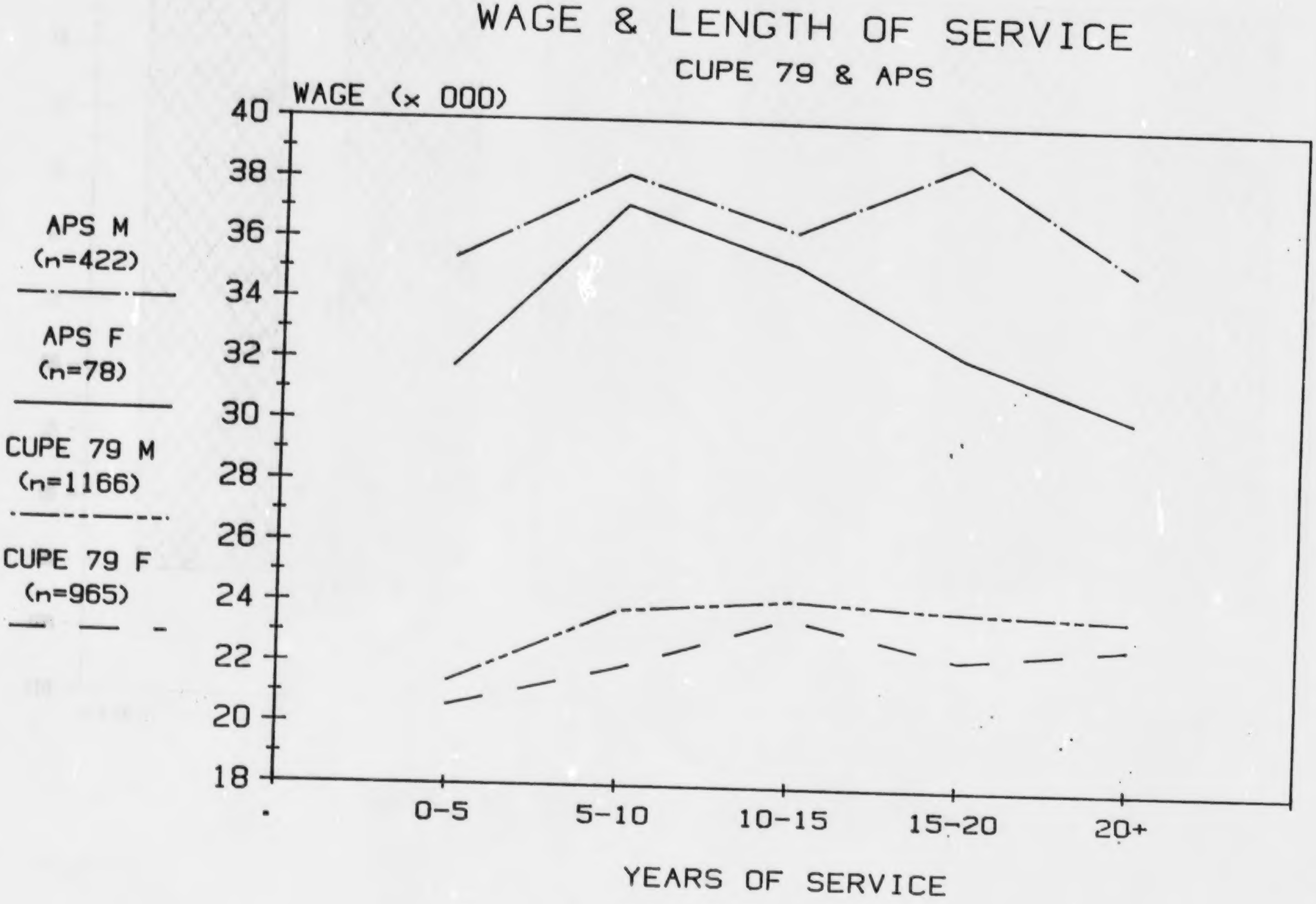

WAGE & LENGTH OF SERVICE
CUPE 79 & APS
WAGE (x 000)
40
38
36
34
32
30
28
26
24
22
20
18
0-5
5-10
10-15
15-20
20+
YEARS OF SERVICE
APS M (n=422)
APS F (n=78)
CUPE 79 M (n=1166)
CUPE 79 F (n=965)

FIGURE 11 - NUMBER OF WOMEN BY OCCUPATIONAL CATEGORY COMPARED TO OPPORTUNITY

The fact that women are well represented in only a few City occupational Categories could be caused by sex-related bias at the City itself or it could simply be a reflection of the number of women in Ontario who are willing and/or qualified to do each type of work. This issue is examined in FIGURE 11 and FIGURE 12 which follows.

FIGURE 11 compares the percentage of women employed by the City in each Category and selected Divisions of the Miscellaneous Category with the percentage of women in equivalent categories in the 1979 Ontario workforce and among 1978 Ontario College and University graduates.

For Categories and Divisions where the incidence of women in the City employ is low but the incidence of women in the workforce and among graduates is high, the City has an opportunity to increase the number of women employees by means of more aggressive recruitment practices.

On the other hand, there are Categories and Divisions where the incidence of women available in the workforce or among graduates is low or lower than within the City. Public education about opportunities within the City and changes in women's attitudes may be needed before the number of women applying for these jobs would significantly increase. The City could participate in the education and attitudinal change process through a determined outreach program which would indicate its commitment to hire women into the occupations in which they are underrepresented.

With this in mind, FIGURE 11 shows that:

- Women are seemingly as well represented in the Professional, Technical and Managerial Category as they are available externally (42% workforce, 45% graduates). However, the preponderance of Public Health Nurses in the City results in an inflated estimate when compared to the Professional Divisions (see FIGURE 12 for a detailed analysis).
- The City employs fewer women in the Clerical Category than are available externally.
- Women are underrepresented in Services (13% compared to 55% workforce, 37% graduates) and in the Miscellaneous Divisions of Packaging and Materials-Handling (.1% compared to 24% workforce), Transportation and Motor Freight (0% compared to 7% workforce) and in Agricultural Services (5% compared to 39%

graduates). In all these areas further effort should be made to recruit women since there are women available for these jobs.

In summary, while some Categories and Divisions may appear more obviously segregated than others, the fact should be noted that:

IN ALL DIVISIONS EXCEPT MEDICINE AND HEALTH WHERE WOMEN ARE EMPLOYED IN ANY NUMBERS, THEY ARE LESS WELL REPRESENTED IN THE CITY HALL WORKFORCE THAN IN ONTARIO GENERALLY.

FIGURE 11

NO. OF WOMEN BY OCCUPATIONAL CATEGORY

COMPARED TO OPPORTUNITY

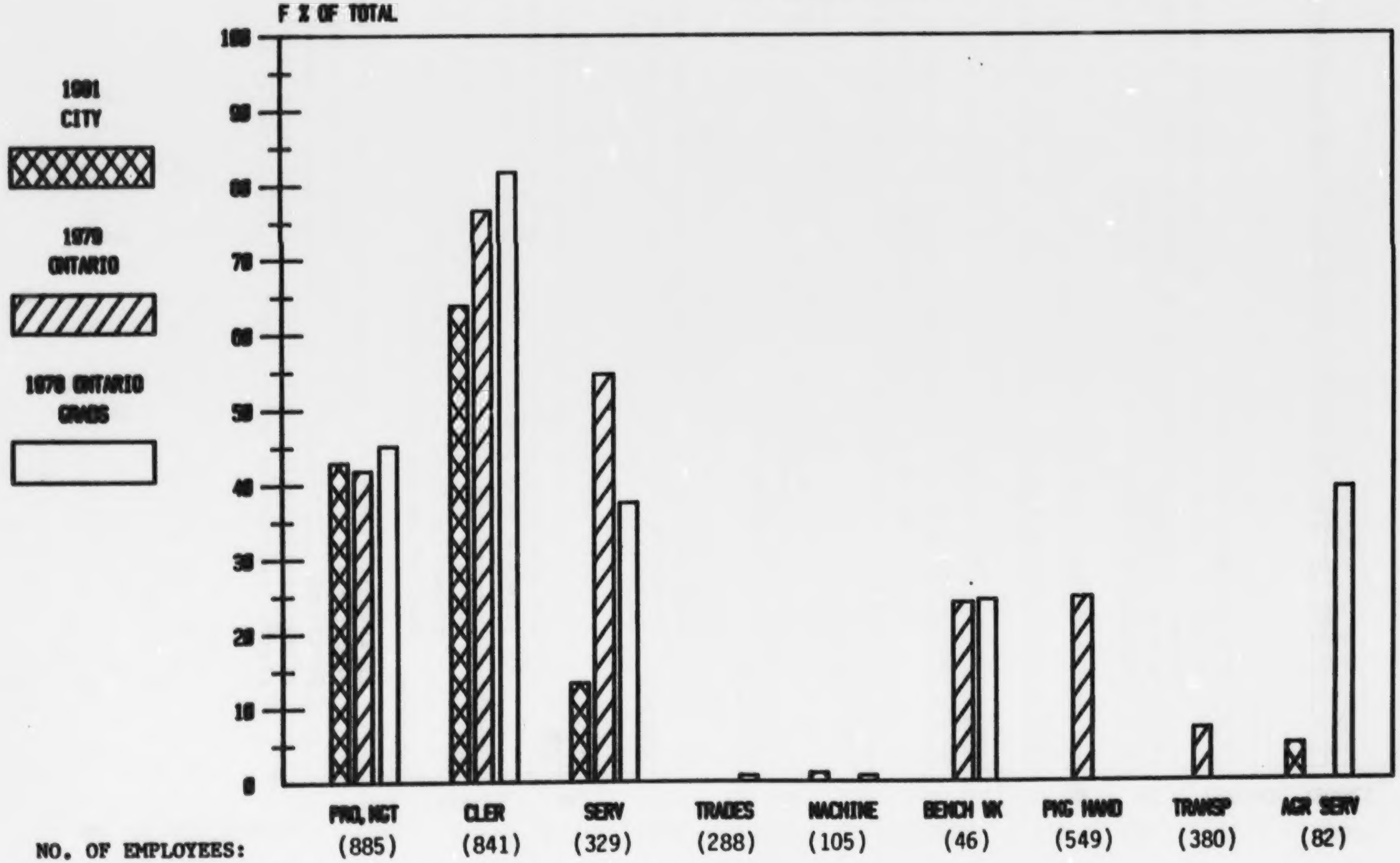


FIGURE 12 - PERCENTAGE OF WOMEN BY DIVISIONS - COMPARED TO OPPORTUNITY

FIGURE 12 compares the Professional, Technical and Managerial Divisions with the percentage of women available in the workforce and among graduates. Some Divisions were left out of the analysis because no comparable workforce or graduate data was available.

The FIGURE shows that:

- The percentage of women employed as Managers and Officials is substantially less than their availability in the workforce and among graduates (4% City, 42% workforce, 21% graduates).

- The percentage of women employed in Administrative Specializations is also substantially less within the City than externally (14% City, 38% workforce, 32% graduates).

  Some progress has been made in these areas. One woman has been hired as a Manager although the number of positions have declined, and 4 women have been hired in Administrative Specializations.

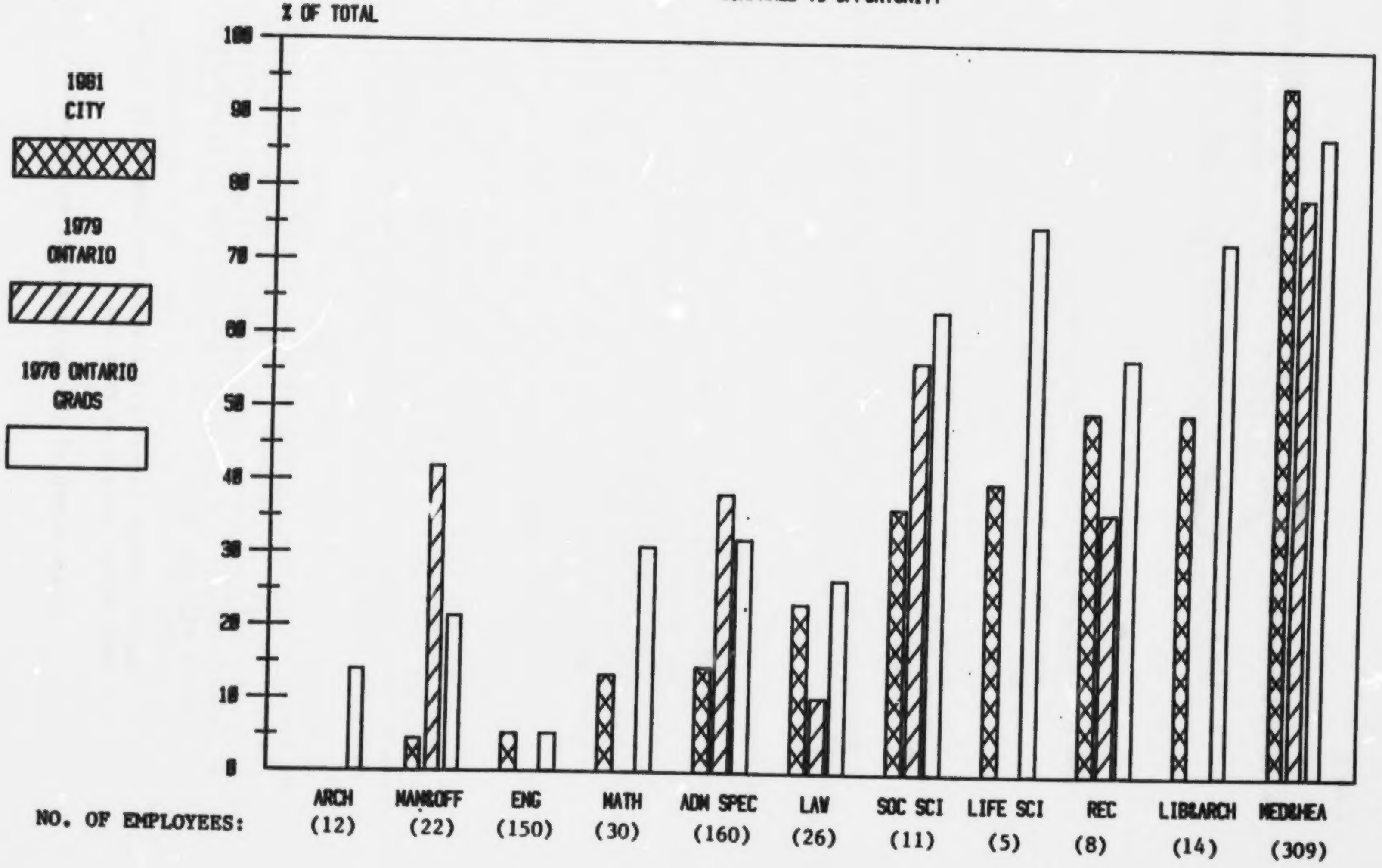
- In Mathematics the percentage of women employed by the City (13%) is less than half the percentage of women among Ontario Graduates (31%). However, 2 women have been added in Mathematics even though the number of positions has declined.

- The City employed no women in Architecture. This is consistent with the very low number of female architects who are available in the Ontario workforce. Recruitment is possible from graduates, however, since 14% are female.

- The City has hired women in Engineering (5% City) in a proportion equal to graduates (5%), a percentage which exceeds that of the workforce (0.1%).

In summary, there are many qualified women available for recruitment into the Professional, Technical and Managerial Divisions. If the City were to employ women in these Divisions in proportion to their availability, it would begin to eliminate the present segregation of this part of its workforce.

FIGURE 12



% WOMEN BY DIVISIONS

COMPARED TO OPPORTUNITY

TABLE 3 - INTERNAL PROMOTIONS APPLIED FOR BY MEN AND WOMEN
(ending October 31, 1981)

TABLE 3A - INTERNAL PROMOTIONS OBTAINED BY MEN AND WOMEN
(ending October 31, 1981)

TABLES 3 and 3A show the percentage of promotions obtained by men and women as well as the percentage of promotions for which only men, only women, and both men and women applied in three occupational areas, Clerical, APS, and Other. ("Other" is a designation used in this analysis to indicate jobs which do not belong to the Clerical or APS group.)

The TABLES show that:

- 37% of Clerical jobs had only female applicants and 15% had only male applicants.
- 66% of Clerical promotions in 1981 were obtained by women.

From the raw data we noted that most of the jobs which had only female applicants were in the typist/secretary stream. This is not surprising since about 85% (TABLE 3B, APPENDIX A) of steno/typing/filing jobs are filled by women and the competition for openings is mostly among women.

These findings suggest that either separate job hierarchies for women and men Clerical workers continue to exist or that certain jobs within the Clerical Divisions are desegregating at different rates.

- The data on promotions in this area reflects the occupational segregation demonstrated elsewhere in this report.
- The data on promotions in the Clerical area also suggests that occupational segregation is certainly not decreasing and, in fact, may be increasing.
- The preponderance of women in the Clerical area is one of special concern. It has been found elsewhere that many of the jobs within it (stenographer, filing clerk, record-keeping clerk) are particularly vulnerable to elimination through automation.

Until further investigations can be made in this area, we suggest that effort should be made to:

- Inform women of the implications of automation for them.

- Make a commitment to Job Enrichment that will expand areas of expertise and extend job ladders.

- Encourage women to retrain and upgrade themselves for positions in other areas.

The TABLES also show that, for the APS area:

- 12% of the jobs had only female applicants while 47% of APS positions had only male applicants.

From the raw data we noted that:

- Though the percentage of female applicants is unavailable from the TABLES, it appears that women were successful in obtaining promotions when they applied.

- Half of the APS positions filled by women were in already segregated areas (Confidential Secretary, Confidential Clerk, Public Health professionals).

- The promotional stream appears to be segregated by occupation and by occupational level. Some promotions appear to be to jobs which are directly comparable: both men and women were hired as Management Consultants and as Classification Officers. However, the remaining jobs for which men were hired are not comparable and are, for the most part, at higher levels. At this time, we cannot separate the effects of segregation by occupation from that of occupational level.

Finally, these TABLES show that in the Other Category:

- The jobs are almost entirely segregated, with only male applicants for 73% of the positions. In addition, this percentage underestimates the degree of segregation since there were several positions where only one woman applied along with a number of men. For example, seven Litter-Pickers were hired from an applicant group of ten men and one woman.

- Note also that the largest number of jobs filled internally was in this Category. Though these figures do not appear in the TABLE, we noted from the raw data that the majority of jobs in the "Other" Category were Local 43. With the exception of one applicant each for an Afternoon Cleaner, a Truck Driver, a Parking Meter Collector (and the Litter-Picker), no other women applied for Local 43 jobs.

This highlights again the need for active recruitment of women to this area. We suggest that the understandable reluctance of a single woman entering an all-male domain could be reduced by hiring small groups of women simultaneously, who could work as "teams", in some cases, in these non-traditional areas.

TABLE 3 - INTERNAL PROMOTIONS APPLIED FOR BY MEN AND WOMEN
(ending October 31, 1981)

	Total Jobs Obtained	% Jobs With Only Female Applicants	% Jobs With Only Male Applicants	% Jobs With Male and Female Applicants
Clerical	134	37	15	49*
APS	59	12	47	41
Other	186	2	73	25
Total	379	15	49	36

* Decimals were rounded. Percentages do not sum to 100.

TABLE 3A - INTERNAL PROMOTIONS OBTAINED BY MEN AND WOMEN*
(ending October 31, 1981)

	Total Jobs Obtained	% Jobs Obtained by Women	% Jobs Obtained by Men
Clerical	134	66	34
APS	59	24	76
Other	186	11	89
Total	379	32	67

* The detailed data on which TABLES 3 and 3A are based are not in APPENDIX A at this time but will be available at a later date. Various anomalies exist in the raw data, not all of which could be clarified for this report.

TABLE 4 - PROMOTIONAL OPPORTUNITIES - A SAMPLING OF JOBS FOR WHICH MEN AND WOMEN APPLIED DISPROPORTIONATELY, 1981

TABLE 4 illustrates one way in which occupational segregation is perpetuated: applicant self-selection into segregated job areas. Positions for which applicants were female required clerical or stenographic skills. Positions for which men applied required either administrative skills, a particular type of driver's license, or physical strength.

These skills or characteristics can be found in both sexes but the disproportionate nature of the applications demonstrates that applicants for these jobs did not share this view. TABLE 4 draws attention again to the need for vigorous recruitment to counteract the prevailing segregation of jobs.

TABLE 4

PROMOTIONAL OPPORTUNITIES - A SAMPLING OF JOBS FOR WHICH MEN AND WOMEN APPLIED DISPROPORTIONATELY, 1981

JOB TITLE	SALARY RANGE	NO. OF MEN THAT APPLIED	NO. OF WOMEN THAT APPLIED	UNION AFFILIATION	QUALIFICATIONS
Accounts Payable Supervisor	$501.20 to $627.20 per 35-hour work week	9	1	APS	- Several years business experience in accounting. - Thorough knowledge of accounting procedures including pre-audit. - Ability to analyze financial statement and direct staff. - Good interpersonal skills. - Familiar with data retrieval procedures on display terminal.
Typist	$245.35 to $301.70 per 35-hour work week	0	8	79	- Clerical experience and typing (40-60 w.p.m.). - Business English and arithmetic. - Prepare correspondence and reports. - Ability to co-operate with others and public.
Secretary to Director of Labour Relations	$349.95 to $403.55 per 35-hour work week	0	20	APS	- Clerical experience with typing (40-60 w.p.m.) and dictaphone. - Knowledge of civic procedures and employee benefits. - Pleasant and courteous when dealing with the public and other staff. - Shorthand and ATMS word processing an asset.
Truck Driver - General	$339.60 per 40-hour work week	10	1	43	- Knowledge of Provincial and City traffic laws and location of city streets. - Physically fit and able to handle heavy loads in all kinds of weather. - Class "D" license.
Secretary to Alderman	$334.60 to $384.30 per 35-hour work week	0	11	79	- Several years responsible clerical and secretarial experience with shorthand (90-110 w.p.m.) dictaphone, typing (60 w.p.m.). - Ability to prepare correspondence, research problems and work on own initiative. - Thorough knowledge of municipal organization, procedures and practices. - Discretion in handling confidential matters. - Pleasant and courteous.

TABLE 4

PROMOTIONAL OPPORTUNITIES - A SAMPLING OF JOBS FOR WHICH MEN AND WOMEN APPLIED DISPROPORTIONATELY, 1981

JOB TITLE	SALARY RANGE	NO. OF MEN THAT APPLIED	NO. OF WOMEN THAT APPLIED	UNION AFFILIATION	QUALIFICATIONS
Supervisor - Utilities Circulation	$450.10 to $562.10 per 35-hour work week	8	1	APS	- Read and interpret drawings and specifications. - Knowledge of Department utility program. - Knowledge of municipal affairs of Public Utility Companies, Boards and Commissions. - Knowledge of construction practice. - Ability to direct staff, analyze problems and recommend solutions
Labourer - Street Cleaning	$346.40 to $356.40 per 40-hour work week	6 permanent 18 casuals	0	43	- Good physical health to work in all weather conditions. - Good attendance record.
Clerical Supervisor - General Services	$553.70 to $692.30 per 35-hour work week	7	1	APS	- Comprehensive knowledge of civic and departmental procedures. - Plan, organize and direct employees. - Investigate and analyze administrative problems and advise. - Prepare financial statements. - Prepare estimates and budget procedures.
Traffic Assistant	$450.10 to $562.10 per 35-hour work week	13	0	APS	- Aptitude for analytical activities. - Resolving enquiries from public and attending court. - Knowledge of methods, materials, equipment relating to installing traffic control equipment. - Class "G" drivers license. - Communication skills and ability to prepare diagrams.
Divisional Secretary-Economic Development	$357.70 to $414.05 per 35-hour work week	0	10	79	- Secretarial experience, 40-60 w.p.m. typing, dictaphone and shorthand (80-100 w.o.m.) - Ability to operate CRT and Word processing terminal. - Filing and able to prepare routine correspondence. - Pleasant and courteous

TABLE 4

PROMOTIONAL OPPORTUNITIES - A SAMPLING OF JOBS FOR WHICH MEN AND WOMEN APPLIED DISPROPORTIONATELY, 1981

JOB TITLE	SALARY RANGE	NO. OF MEN THAT APPLIED	NO. OF WOMEN THAT APPLIED	UNION AFFILIATION	QUALIFICATIONS
Foreman/Woman	$384.40 per 40-hour work week	32 permanent 2 casuals	0	79	- Knowledge of operation and maintenance requirements of street cleaning and snow removal equipment. - Knowledge of departmental regulations, By-laws, procedures and standards pertaining to street cleaning and winter services. - Mature judgment and initiative to direct, co-ordinate and instruct staff. - Ability to prepare reports. - Good relations with public and employees. - Class "G" license.
Gardener	$354.80 per 40-hour work week	4 permanent 6 casuals	0	43	- Experience in gardening and greenhouse work. - Knowledge of care and raising of flowers, shrubs and plants. - Familiar with symptoms and methods of control of common types of disease and insects which attack plants and shrubs. - Knowledge of gardening equipment.
Reservation Clerk	$284.55 to $334.60 per 35-hour work week	0	11	79	- General clerical experience with 40-60 w.p.m. typing and shorthand (80-100 w.p.m.) - Familiar with maintenance of records and files, personnel attendance records. - Prepare routine correspondence and forms, take minutes. - Pleasant and courteous.
Payroll Benefits Supervisor	$450.80 to $500.85 per 35-hour work week	8	1	79	- Administrative and managerial skills. - Thorough knowledge of accounting. - Experience in supervisory function, computerized accounting and payroll systems. - Advanced skills in public and personnel relations and oral written communications.

TABLE 4

PROMOTIONAL OPPORTUNITIES - A SAMPLING OF JOBS FOR WHICH MEN AND WOMEN APPLIED DISPROPORTIONATELY, 1981

JOB TITLE	SALARY RANGE	NO. OF MEN THAT APPLIED	NO. OF WOMEN THAT APPLIED	UNION AFFILIATION	QUALIFICATIONS
Labourer - Litter Picker	$308.00 to $316.80 per 40-hour work week	10 permanent 21 Casuals	1	43	- Good physical health to walk, bend and carry heavy bags in all types of weather. - Good attendance record. - Polite and courteous.
By-law Clerk	$284.55 to $334.60 per 35-hour work week	0	6	79	- Type quickly and accurately (40-60 w.p.m.) - Able to enter data on video display terminal using Time Sharing Option mode, and ATMS word processing and retrieve print-outs on Datamex printer terminal. - Knowledge of general office procedures. - Ability to write in clear, legible manner and to make minor financial transactions.

TABLE 5 - PERCENTAGE OF WOMEN AMONG INTERNAL/EXTERNAL PROMOTIONS BY SALARY LEVEL, 1981

TABLE 5 shows the percentage of women who applied and were selected for jobs across different salary levels. Although detailed examination of promotional opportunities reveals a high degree of segregation, when the data is analyzed by salary level, the trend is somewhat more encouraging.

- The largest number of jobs filled internally is at the $15,000-$20,000 range. Women applied for these jobs more frequently (48%) than they were selected (38%). This likely reflects the intensity of the competition for the jobs that women get at this level.
- On the other hand, at the $25,000-$30,000 range, women were promoted in greater proportions (25%) than they applied (14%).
- The percentage of women applicants for APS jobs declined in relation to increasing salary levels. Their being hired did not decline. At the highest-level positions filled, women were successful beyond their rate of application.
- THE TABLES SHOW THAT WOMEN WERE RELATIVELY SUCCESSFUL IN BEING HIRED AND PROMOTED WITHIN THE RANGE OF JOBS FOR WHICH THEY APPLIED.

TABLE 5 - PERCENTAGE OF WOMEN AMONG INTERNAL AND EXTERNAL PROMOTIONS BY SALARY LEVEL, 1981

Female % of Total

All Internal

Starting Salary	Jobs Filled	% Applied	% Selected
10,000-15,000	(37)	89	81
15,000-20,000	(175)	48	38
20,000-25,000	(113)	21	18
25,000-30,000	(28)	14	25
30,000-35,000	(20)	24	25
35,000-40,000	(6)	9	0

Female % of Total

APS External*

Starting Salary	Jobs Filled	% Applied	% Selected
10,000-15,000	--	--	--
15,000-20,000	--	--	--
20,000-25,000	(5)	43	60
25,000-30,000	(8)	37	25
30,000-35,000	(10)	20	40
35,000-40,000	--	--	--

* Includes only positions for which wage codes could be determined from data available.

TABLE 6 - EXTERNAL RECRUITMENT FOR APS POSITIONS, 1981

TABLE 6 examines application and selection rates for APS positions obtained by women and men in 1981. The TABLE shows that:

- Fewer people applied for jobs that men obtained (56 applicants per job) compared to the number of applicants for jobs women obtained (94 applicants per job). Mainly, more women applied for jobs women obtained than for jobs men obtained. This further reinforces the earlier finding, and indeed a finding consistent with the external workforce, that women are found in only a few job categories while men are distributed throughout all categories.
- Women were hired for APS positions at a rate (37%) comparable to their rate of application (38%).
- While women represented 49% of the applicants for jobs women obtained, they represented 27% of applicants for jobs men obtained.
- THIS SUGGESTS THAT SOME AFFIRMATIVE HIRING IS OCCURRING SINCE WOMEN OBTAINED JOBS WHEN THEY APPLIED IN ANY SIGNIFICANT NUMBERS.

TABLE 6 - EXTERNAL RECRUITMENT FOR APS POSITIONS, 1981

	Total Jobs Obtained	Jobs Obtained by Women	Jobs Obtained by Men
# of applicants	1,899	944	955
# of jobs obtained	27	10	17
# of applicants per job	70	94	56
% of applicants (female)	38	49	27
% of interviewees (female)	32	40	19
% of selections (female)	37	100	0

TABLE 7 - EXTERNAL RECRUITMENT FOR LOCAL 79 POSITIONS, 1981

TABLE 7 examines the application and selection rates for Local 79 jobs advertised externally which were obtained by men and women. As with TABLE 6 (APS positions), this TABLE shows that:

- Women applied at a much higher rate (48%) for jobs which women obtained than their rate (19%) for the jobs which men obtained. This resulted in there being more applicants for jobs women obtained (47 per job) than for jobs obtained by men (37 per job).
- Where women applied for jobs in any numbers, they were selected.

TABLE 7 - EXTERNAL RECRUITMENT FOR LOCAL 79 POSITIONS, 1981

	Total Jobs Obtained	Jobs Obtained by Women	Jobs Obtained by Men
# of applicants	901	422	479
# of jobs obtained	22	9	13
# of applicants per job	41	47	37
% of applicants (female)	32	48	19
% of interviewees (female)	31	60	11
% of selections (female)	41	100	0

TABLE 8 - WALK-INS, 1979-1981

TABLE 8 shows that the number of external female applicants ("walk ins") has increased 27% (1979) to 29% (1981). However, both the number of referrals (30% in 1979, 27% in 1981) and the number employed (29% in 1979, 25% in 1981) have decreased. This is consistent with the leveling off of overall female representation in 1980 and 1981.

TABLE 8

EXTERNAL RECRUITMENT -- "WALK INS"

(Excluding Firefighters)

Category	Applicants M	Applicants F	F% of Total 1981	F% of Total 1980	F% of Total 1979	Active M	Active F	F% of Total 1981	F% of Total 1980	F% of Total 1970
Outside Workers	3,408	143	4.0%	2.5%	3.3%	3,058	121	3.8%	1.5%	2.9%
Clerical	691	1,227	64.0%	61.1%	64.5%	419	844	66.8%	66.0%	66.6%
Miscellaneous	1,609	915	36.3%	35.9%	33.8%	1,088	684	38.6%	38.5%	36.2%
Totals	5,708	2,285	28.6%	26.5%	27.3%	4,565	1,649	26.5%	22.1%	22.9%

	Referrals M	Referrals F	F% of Total	Employed M	Employed F	F% of Total
All Categories 1981	1,501	562	27.2%	1,380	458	24.9%
All Categories 1980	1,270	463	26.7%	1,128	393	25.8%
All Categories 1979	206	90	30.4%	148	60	28.8%

TABLE 9 - INTERNAL TRAINING AND DEVELOPMENT, 1981

The City increased the number of courses offered to employees from 9 in 1979 to 24 in 1981. Women attended all courses and comprised 60% of participants overall.* Women most often participated in such courses as ATMS (no male participants), Shorthand Refresher (no male participants), Taking Minutes, Preparing for Clerical Advancement, Business Writing, Career Awareness and Assertiveness Training. They less often attended courses in Effective Supervision, Extracto and I.I.S.

The information presently available appears to indicate that more women participate in courses which enhance their skills for their present jobs (or for jobs in the same stream) than in courses which prepare them for promotions. It would be worthwhile to analyze male and female course selection in detail in a future Review.

TABLE 10 - EXTERNAL TRAINING AND DEVELOPMENT, 1981

The City provided funding for a variety of external seminars (1-5 days) and courses (long-term study). Women's participation in seminars dropped to 33% in 1981 (from 40% in 1980) but rose for courses from 31% in 1980 to 40% in 1981. Their percentage of funding rose from 28% in 1980 to 33% in 1981.

Women did not participate in any senior Management Training and Development programs or in the Needs Assessment Survey in 1981.

* Their large numbers in ATMS and Shorthand Refresher training served to increase female participation in Internal Training Programs from 1980.

Table 9

INTERNAL TRAINING AND DEVELOPMENT

NAME OF COURSE	NO. OF WOMEN	NO. OF MEN
AMCT, Level 3	11	5
Assertiveness Training	12	5
ATMS	71	0
Business Writing	34	16
Career Awareness	21	7
Communicating/Problem Solving	5	6
Dealing with Stress	17	12
Effective Public Speaking	8	7
Effective Supervision	18	31
Extracto	27	44
I.I.S.	2	22
Interviewing Techniques	17	19
Leadership Skills	10	7
Making Time Work for You	9	5
Municipal Accounting Proc.	14	3
Preparation for Retirement	20	29
Preparing for Clerical Advancement	9	1
Resume Writing/Interview Prep.	12	7
Serving the Public	6	7
Shorthand Refresher	20	0
Speaking/Listening Skills	10	3
Taking Minutes	10	3
Weight Control	13	4
TOTAL	383	255

Table 10

EXTERNAL TRAINING AND DEVELOPMENT

DEPARTMENT	COURSES				SEMINARS				TOTAL COURSES/SEMINARS				DEPT. TOTALS		WOMEN AS % OF TOTAL FUNDS
	# Men	Funds $	# Women	Funds $	# Men	Funds $	# Women	Funds $	# Men	Funds $	# Women	Funds $	# Emp.	Funds $	
AUDIT	9	1,199	6	1,294	2	215	-	-	11	1,414	6	1,294	17	2,708	
BUILDINGS & INSPECTIONS	20	5,783	1	76	16	1,307	2	190	36	7,090	3	266	39	7,356	
CITY CLERK'S	7	915	17	1,970	3	791	2	605	10	1,706	19	2,575	29	4,281	
CITY PROPERTY	14	2,558	2	465	3	695	1	1,148	17	3,253	3	1,613	20	4,866	
COMMITTEE OF ADJUSTMENT	-	5	-	-	-	-	-	-	-	-	-	-	-	-	
FINANCE	30	4,751	13	1,939	22	3,933	11	580	52	8,684	24	2,519	76	11,203	
FIRE	20	1,771	-	-	42	3,753	1	60	62	5,524	1	60	63	5,584	
LEGAL	3	476	2	192	33	3,430	3	225	36	3,906	5	417	41	4,323	
MANAGEMENT SERVICES	3	774	7	2,237	19	7,703	9	1,620	22	8,477	16	3,857	38	12,334	
HOUSING	2	269	19	2,209	2	200	2	85	4	469	21	2,294	25	2,763	
OFFICE OF LABOUR RELATIONS	-	-	-	-	4	250	2	30	4	250	2	30	6	280	
PARKS & RECREATION	16	2,790	12	2,246	20	1,387	14	930	36	4,177	26	3,176	62	7,353	
PLANNING & DEVELOPMENT	4	537	3	390	18	1,395	7	695	22	1,932	10	1,085	32	3,017	
PUBLIC HEALTH	1	104	14	2,669	13	1,372	68	3,990	14	1,476	82	6,659	96	8,135	
PUBLIC WORKS	15	1,556	9	767	49	3,984	1	150	64	5,540	10	917	74	6,457	
PURCHASING & SUPPLY	23	3,194	8	946	5	430	-	-	28	3,624	8	946	36	4,570	
TOTAL 1981	167	26,677	113	17,400	251	30,845	123	10,308	418	57,522	236	27,708	654	85,230	33%
TOTAL 1980	177	21,552	81	9,518	187	28,328	123	9,946	364	49,880	204	19,464	711	81,661	27.8%
TOTAL 1979	125	16,011	93	9,639	260	34,041	101	8,471	315	50,052	194	18,110	579	68,162	26.6%
SENIOR MANAGEMENT	3	289	8	1,300	37	17,840	3	1,310	40	8,129	11	2,610	51	10,739	
EMPLOYEE INITIATED COURSES 50% REIMBURSEMENT	61	4,603	46	3,323	3	53	4	63	64	4,656	50	3,386	114	8,042	

SUMMARY AND DISCUSSION

The term "status of women" (used in the graphs and text of the Analysis section) describes the comparative position of women and men in the workforce at any given time. Several well-accepted criteria have been developed to measure the extent of women's equality with men:

- Participation/Incidence. Are women as well-represented in the workforce as men?

- Salary. Do women receive the same pay as men for substantially similar work, or in some jurisdictions, for work of equal value?

- Integration. Are there equal numbers of women and men in all occupations and at all levels of occupations?

Another determinant in assessing women's equality derives from comparing women with men on a number of job-related characteristics. These include education, experience, job performance, rate and level of application for promotion and other, more subjective variables. It was not possible to analyze for each of these factors with the data available for this Report. Additional factors will be studied in future Reviews.

Individual employers implementing Equal Opportunity Programs can assess their Programs' effectiveness by referring to the large body of statistical and organizational data now available for that purpose. These sources have been consulted in the preparation of this 1980-1981 Review and were particularly helpful in interpreting the City data base in the context of the larger, external workforce.

Not surprisingly, the three major areas of concern identified in this Review coincide with the issues causing concern in the external workforce: female representation, occupational segregation, and the salary differential. In the low level/low pay categories, segregation by occupation, not salary, is the prime concern because at these levels in the City, the salary differential is quite low. In the higher level/higher pay categories, the concern is segregation by job level and a much higher salary discrepancy.

Since all of these areas of concern are interrelated, they cannot be eradicated in a linear, sequential manner. For example, participation rate cannot be increased without considering the impact on salary and job segregation. It is best to view the three areas as aspects of one multidimensional problem which will require simultaneous application of several distinct strategies.

PARTICIPATION RATE AND ITS IMPACT ON SALARY AND SEGREGATION

Although female participation in the City workforce has grown over the past several years, the rate of growth has slowed since 1979. The City's participation rate remains considerably lower than the national average.

This lag in female participation in the City's workforce can be explained by looking at the recent history of working women and at the City as an employer. Until recently, the number of women in the workforce increased at a slow but steady rate. In the last two decades, however, women have entered and remained in the workforce in unprecedented numbers. The majority found employment in the Clerical and Service occupations. To an extent, although sufficient numbers of women were available externally, their skills did not match the preponderance of jobs within the City.

The City could increase female representation easily in the Clerical area, but to do so would merely exacerbate the segregation of a workforce that is already segregated to a very high degree. Moreover, increasing the incidence of women is further complicated by the possible impact on the salary differential. Clearly, meeting the Equal Opportunity objective of increasing female representation is a difficult task which requires careful monitoring.

SALARY AND ITS RELATIONSHIP TO PARTICIPATION RATE AND SEGREGATION

At the present time, women's average salary as a percentage of men's is much higher in the City than in Ontario or Canada. However, closer examination reveals that the overall figure masks some quite substantial disparities. There is considerable variance from one Department to another and among the different job Categories. The differential is lowest at the lower end of the wage scale and highest in the best-paid jobs. As well, the analysis of the highest-paid Divisions reveals a small trend whereby an increase in numbers is offset by a decrease in salary.

Before discussing how the salary differential can be eliminated in the City, it is instructive to look again at the external workforce where both participation rate and differential is much higher. The major cause of the large differential externally can be attributed to the concentration of women in low-paying "women's jobs", jobs that traditionally have been allocated to women.

The principle which appears to be operating is the combination of concentrations, low pay and segregation by occupation. When all three components are present, the difference between men's and women's salaries can be expected to be high. If the City begins to hire more women without considering the level at which they are employed, the salary differential could be driven higher.

The differential at the management level in the City presents a somewhat different picture. There are not as many women as men and, in addition, they earn less (from about $3,000 to $9,000 annually) than men earn. This is an example of both segregation by occupation and by job level, in that it occurs between jobs and within Categories. Again, increasing the number of women without regard to the level at which they are employed is likely to widen an already sizeable wage gap.

The City's Job Evaluation Program was established to ensure that all employees receive equal pay for substantially similar work. However, as the analysis shows and has also been found elsewhere, the majority of male and female employees perform jobs which are not at all similar. If any salary differential remains after the Job Evaluation Program is completed, other approaches can be implemented. Equal pay for work of equal value is one possibility. Elimination of segregation by occupation and by level is another.

OCCUPATIONAL SEGREGATION AND ITS RELATIONSHIP TO SALARY AND PARTICIPATION RATE

The third area of concern highlighted in this Review is the extent of segregation by sex in the City workforce. Almost two-thirds of all City employees work in segregated Departments and more than 80% of female employees work in two occupational Categories. In the external workforce, 62% of women are employed in three occupational categories while men are well distributed among all occupations. These figures would be unimportant were it not that segregation is associated with low pay while distribution among occupations and levels is associated with higher pay.

Occupational segregation has long been an Equal Opportunity issue because the occupations in which women are segregated are poorly paid. However, in the past few years the advent of office technology has made the need to integrate jobs an even more urgent priority. Economic forecasts indicate that many of the jobs women now hold could be eliminated within the next few decades. The analysis has already referred to women's jobs in the City which could be jeopardized by automation.

In spite of the need to move women into male-segregated jobs, achieving this objective will not be easy. To do so requires the elimination of both systemic and attitudinal barriers. We define systemic barriers as formally codified employee practices which prevent full access to equality in the workplace. The Canadian experience over the last several years has demonstrated that removing only the systemic barriers does not greatly improve opportunity for disadvantaged groups.

Thus, effort should be devoted to removing attitudinal barriers as well. This is difficult to accomplish. Attitudinal barriers are unconsciously habitual and informal. They involve personal value systems and are present in both employers and within majority and minority-status employee groups.

The City can best assist the attitudinal change process by demonstrating its commitment to job integration. As a first step, qualified women can be recruited now into many non-traditional jobs. As well, present female employees of the City can be trained to take non-traditional jobs in the years ahead.

Though gains have been made in some areas since 1979, it appears that overall change occurs slowly. The Analysis has highlighted both areas:

- There is an increase in the number of women employed in the Professional, Technical and Managerial Category.
- There is an increase in the employment of female Clerical workers, an area already female-dominated.
- The percentage of women employees remained the same as 1980 and the rate of increase has been slowing since 1979.
- Major job categories exist where no women are presently employed and where no women applied in 1981.

The impact of present unfavourable labour market conditions on employment in the City makes clear the need for a strong Equal Opportunity Program. In the next reporting period, the Program will examine the following priorities in Interim Reports: hiring, promotion, segregation by occupation, automation, and clerical workers.

CHAPTER 6

APPENDIX A

CORPORATE TABLES

CORPORATE TABLES — PAGE

Table 1 Distribution of Permanent Employees 1973-1981 (i)

Table 2A Distribution of Permanent Employees by Department (ii)

Table 2B Salary Differential by Department (iii)

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Table 3A Distribution of Permanent Employees by Occupational Category (v)

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Table 4A Distribution and Average Salary by Years of Service - Total Service (xv)

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Tabel 4D Distribution and Average Salary by Years of Service - Administrative/Professional Supervisory (xvi)

Table 4E Distribution and Average Salary by Years of Service - Excluded Employees (xvii)

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DEPARTMENT TABLES (found at the end of each Department Chapter)

Table 1 Department Occupational Distribution of Permanent Employees by Category/Division

Table 2 Distribution and Average Salary by Service Years - Permanent Employees

TABLE 1 DISTRIBUTION OF PERMANENT EMPLOYEES 1973 TO 1981

Year	Number of Permanent Employees MALE	FEMALE	TOTAL	% of Women	% of Women (EXCL. 113)	% of Women (EXCL. 113 and 43)
1981	4,429	1,095	5,524	19.8	25.7	40.3
1980	4,370	1,078	5,448	19.8	25.6	40.3
1979	4,414	1,042	5,456	19.1	24.7	39.4
1978	4,493	1,030	5,523	18.6	24.0	38.3
1977	4,519	993	5,512	18.0	23.3	37.5
1976	4,547	954	5,501	17.3	22.5	36.7
1975	4,608	897	5,505	16.3	21.3	35.6
1974	4,647	842	5,489	15.3	20.1	34.3
1973	4,720	786	5,506	14.3	18.7	32.9

Notes: The Base used for this and all other tables includes all permanent employees employed by the City of Toronto on December 31, 1973 to 1981. No attempt has been made to capture the temporary and casual staff numbers. This will be addressed in the development of the new Data Base as part of the 1981 -1985 Corporate Action Plan.

3 2 1
34.5 36V 37V

TABLE 2A

DISTRIBUTION OF PERMANENT EMPLOYEES BY DEPARTMENT ON DECEMBER 31, 1981
(ORDERED BY 1981 FEMALE PERCENT OF TOTAL PERMANENT EMPLOYEES)

DEPARTMENT	MALE	FEMALE	TOTAL	1981 F% OF TOTAL	1980 F% OF TOTAL	1979 F% OF TOTAL	1978 F% OF TOTAL	1977 F% OF TOTAL
PUBLIC HEALTH - COMBINED	92	412	504	81.7	82.0	82.3	81.7	80.6
CITY CLERKS	62	107	169	63.3	63.8	60.4	58.1	57.7
COMMITTEE OF ADJUSTMENT	5	5	10	50.0	60.0	60.0	55.6	55.6
HOUSING	35	33	68	48.5	55.7	56.1	56.5	50.9
LEGAL	35	33	68	48.5	46.8	44.3	39.7	43.6
OFFICE OF LABOUR RELATIONS	12	11	23	47.8	52.9	56.3	53.3	0.0
FINANCE	124	102	226	45.1	43.0	39.6	37.7	35.1
PLANNING AND DEVELOPMENT	82	66	148	44.6	45.9	47.1	49.3	48.6
MANAGEMENT SERVICES	67	41	108	38.0	41.1	38.5	34.6	34.1
BUILDINGS AND INSPECTIONS	202	75	277	27.1	25.8	24.2	23.7	21.1
AUDIT	26	7	33	21.2	25.8	29.0	21.4	28.6
PARKS AND RECREATION	384	55	439	12.5	11.3	12.1	10.8	11.3
CITY PROPERTY	261	34	295	11.5	10.7	11.2	10.5	10.1
PURCHASING AND SUPPLY	195	24	219	11.0	10.7	10.8	9.9	9.5
PUBLIC WORKS	1574	83	1657	5.0	4.1	3.9	3.8	3.5
FIRE	1273	7	1280	0.5	0.5	0.5	0.4	0.4
TOTALS	4429	1095	5524	19.8	19.8	19.1	18.6	18.[illegible]

N.B. This table should be compared to Table 2B when analyzing data.

TABLE 2B

SALARY DIFFERENTIAL BY DEPARTMENT ON DECEMBER 31, 1981
(ORDERED BY 1981 FEMALE % OF MALE SALARIES)

DEPARTMENT	Men's Average Salary ($)	Women's Average Salary ($)	1981 F% OF MALE	1980 F% OF MALE	1979 F% OF MALE	1978 F% OF MALE	1977 F% OF MALE
PARKS AND RECREATION	21,817	22,971	105.3	105.3	104.2	100.7	100.2
CITY PROPERTY	22,090	19,509	88.3	83.9	83.2	77.3	76.3
PUBLIC WORKS	21,568	18,941	87.8	88.9	86.6	80.7	83.1
PUBLIC HEALTH - COMBINED	28,126	24,374	86.7	86.0	83.4	81.5	78.0
OFFICE OF LABOUR RELATIONS	29,568	24,745	83.7	67.3	63.8	59.3	0.0
CITY CLERKS	25,818	21,486	83.2	84.3	83.0	79.4	77.6
FINANCE	24,483	19,791	80.8	75.9	75.8	75.8	77.7
PURCHASING AND SUPPLY	24,283	19,342	79.7	82.5	81.0	76.3	71.5
PLANNING AND DEVELOPMENT	32,432	25,126	77.5	75.1	67.5	67.5	69.2
AUDIT	30,494	21,242	69.7	65.6	66.5	73.1	75.5
FIRE	27,247	18,969	69.6	65.8	69.9	66.1	61.8
BUILDINGS AND INSPECTIONS	28,989	20,001	69.0	67.5	67.8	65.7	63.1
MANAGEMENT SERVICES	34,081	23,433	68.8	65.7	65.7	62.6	59.2
COMMITTEE OF ADJUSTMENT	28,304	19,063	67.4	69.3	70.9	69.2	64.1
HOUSING	33,575	21,824	65.0	62.0	58.9	57.8	56.1
LEGAL	35,476	22,883	64.5	62.7	64.0	66.6	61.3
CITY AVERAGE	24,665	22,435	91.0	89.5	88.5	86.0	83.8

N.B. This table should be compared to Table 2A when analyzing data.

TABLE 2C **OCCUPATIONAL SEGREGATION INDEX BY DEPARTMENT - 1981**

DEPARTMENT	# MALE	# FEMALE	WOMEN AS % OF TOTAL 0-19.9% Male Segregated 1981	 0-19.9% 1979	20-39.9% Male Dominated 1981	 20-39.9% 1979	40-59.9% Integrated 1981	 40-59.9% 1979	60-79.9% Female Dominated 1981	 60-79.9% 1979	80-100% Female Segregated 1981	 80-100% 1979
FIRE	1273	7	0.5	0.5								
PUBLIC WORKS	1574	83	5.0	3.9								
PURCHASING AND SUPPLY	195	24	11.0	10.8								
CITY PROPERTY	261	34	11.5	11.2								
PARKS AND RECREATION	384	55	12.5	12.1								
AUDIT	26	7			21.2	29.0						
BUILDINGS AND INSPECTIONS	202	75			27.1	24.2						
MANAGEMENT SERVICES	67	41			38.0	38.5						
PLANNING AND DEVELOPMENT	82	66					44.6	47.1				
FINANCE	124	102					45.1	39.6				
OFFICE OF LABOUR RELATIONS	12	11					47.8	56.3				
LEGAL	35	33					48.5	44.3				
HOUSING	35	33					48.5	56.1				
COMMITTEE OF ADJUSTMENT	5	5					50.0	60.0				
CITY CLERKS	62	107							63.3	60.4		
PUBLIC HEALTH - COMBINED	92	412									81.7	82.3
TOTALS	4429	1095	5	5	3	4	6	4	1	2	1	1

NOTE: The numbers on the total line beneath the columns refer to the change in occupational segregation from 1979 to 1981 in Tables 2C and 3C. For example, under the category '20-39.9%', there were 4 departments that were male dominated in 1979. This decreased to 3 in 1981. In Table 3C, these numbers refer to occupational segregation changes by Category/Division.

TABLE 2A

DISTRIBUTION OF PERMANENT EMPLOYEES BY OCCUPATIONAL CATEGORY - 1981

OCCUPATIONAL CATEGORIES (a)		# WOMEN	# MEN	TOTAL	% WOMEN	1979 Ontario Workforce % Women (b)	1978 Ontario Graduates % Women (c)
PROFESSIONAL, TECHNICAL AND MANAGERIAL		380	505	885	42.9	42.0	45.2
(EXCLUDING PUBLIC HEALTH NURSES) (d)		145	502	647	23.9	--	--
CLERICAL		536	305	841	63.7	76.8	81.6
SERVICES		44	285	329	13.4	54.7	37.3
MACHINE TRADES		1	104	105	1.0	**	00.7
BENCH WORK		0	46	46	0.0	24.0	24.4
STRUCTURAL WORK & TRADESPEOPLE		0	288	288	0.0	**	00.7
UNEVALUATED POSITIONS (e)		111	158	269	41.3	--	--
MISCELLANEOUS (f)		23	2738	2761	0.8	**	**
TOTALS	ALL PERMANENT EMPLOYEES	1095	4429	5524	19.8	40.9	--
	EXCLUDING FIREFIGHTERS	1094	3165	4259	25.7	40.9	--
	EXCLUDING FIREFIGHTERS AND LOCAL 43	1089	1613	2702	40.3	40.9	--

Notes:

(a) Divisions within the broad categories are detailed on table 3B.
(b) Data supplied by the Ontario Ministry of Labour and Statistics Canada.
(c) Data supplied by the Ministry of Colleges and Universities and includes B.A.'s., M.A.'s and Ph.D's graduating
Data supplied by the Ministry of Colleges and Universities and includes B.A.'s., M.A.'s and Ph.D's graduating
from Universities, graduates of Community Colleges, Trade Schools, and Apprenticeship Programs.
(d) There were approximately 238 Public Health Nurse positions (235 women & 3 men) as of December 31, 1981.
(e) Unevaluated positions include positions being evaluated under the Job Audit System on December 31, 1981.
(f) Miscellaneous occupations include transportation, material handling, Agricultural, Forestry, utilities,
inspection, Permit parking, graphic arts, and the firefighter's positions.
(**) Workforce and educational data are collected sporadically by Provincial and Federal agencies, therefore
there are many gaps in the external information gathered. This is also the case for Table 3B and Department Table 1s.
Although there were women employed or graduating in some of these occupations, the Ministry's minimum unit
was 1,000 people, so a reliable estimate could not be calculated.

TABLE 2B

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	CITY HALL AVERAGE SALARY WOMEN	CITY HALL AVERAGE SALARY MEN	% WOMEN OF MEN 1981	% WOMEN OF MEN 1979
PROFESSIONAL, TECHNICAL AND MANAGERIAL										
ARCHITECTURE	0	12	0.0	0.0	0.02	14.0	--	34394	0.0	0.0
ENGINEERING	8	142	5.3	2.7	0.1	5.0	24098	28388	84.8	77.2
MATHEMATICS	4	26	13.3	6.2	**	30.8	30123	40146	75.0	77.8
LIFE SCIENCE	2	3	40.0	60.0	**	75.1	38686	37703	102.6	93.6
SOCIAL SCIENCE	4	7	36.3	11.1	56.4	63.4	25614	28751	89.0	86.7
MEDICINE & HEALTH	293	16	94.8	95.5	79.5	88.0	26255	34725	75.6	73.6
LIBRARY & ARCHIVAL	7	7	50.0	35.7	**	73.4	20493	26763	76.5	77.6
LAW & JURISPRUDENCE	6	20	23.0	17.3	10.2	26.4	31366	37793	82.9	89.6
RECREATION	4	4	50.0	57.1	36.9	57.3	34005	39029	87.1	77.5
ADMINISTRATIVE SPECIALIZATIONS	23	137	14.3	12.2	38.0	31.8	29730	34730	85.6	89.0
MANAGERS & OFFICIALS ***	1	21	4.5	0.0	42.0	21.4	*	*	65.0	0.0
DEPT HEAD	0	13	0.0	0.0	**	**	--	65240	0.0	0.0
DEPUTY DEPT HEAD	0	5	0.0	0.0	**	**	--	57810	0.0	0.0
CORPORATE COUNSEL & ASST. DEPUTY SOLICITOR	1	1	50.0	50.0	**	**	*	*	100.0	111.0
MISCELLANEOUS	27	91	22.8	2.5	**	**	31731	33583	94.4	108.8
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	380	505	42.9	42.7	**	**	27053	34452	78.5	76.8

Notes:

* No dollar amount shown to ensure confidentiality.

*** Jobs are described by specializations not responsibility. For example, a Manager with responsibility in the recreation area would be included under the "Recreation" division not the "Managers and Officials" division.

TABLE 3B

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	CITY HALL AVERAGE SALARY		% WOMEN OF MEN	
			1981	1979			WOMEN	MEN	1981	1979
CLERICAL										
MATERIAL & PRODUCTION RECORDING	16	43	27.1	21.8	55.0	**	18554	20416	90.8	87.1
INFORMATION & MESSAGE DISTRIBUTION	65	38	63.1	66.6	83.0	**	17243	17110	100.7	95.7
STENOGRAPHY, TYPING & FILING	315	54	85.3	83.7	90.0	98.8	19403	20251	95.8	91.6
COMPUTING & ACCOUNT RECORDING	110	137	44.5	43.5	69.0	52.7	19911	22879	87.0	88.4
MISCELLANEOUS	30	33	47.6	36.0	**	**	20206	20655	97.8	92.0
TOTAL CLERICAL	536	305	63.7	61.5	**	**	19265	21107	91.2	89.9
SERVICES										
RECREATION	31	38	44.9	47.5	**	89.6	23332	23655	98.6	98.8
PROTECTIVE SERVICE	1	54	1.8	0.0	**	**	*	*	95.2	0.0
BUILDING & RELATED SERVICE	9	185	4.6	6.0	26.0	**	17413	19682	88.4	88.2
MISCELLANEOUS	3	8	27.2	58.8	**	**	19752	19575	100.9	97.6
TOTAL SERVICES	44	285	13.3	15.5	**	**	21749	20001	108.7	105.9

Continued...

TABLE 38

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	CITY HALL AVERAGE SALARY WOMEN	CITY HALL AVERAGE SALARY MEN	% WOMEN OF MEN 1981	% WOMEN OF MEN 1979
MACHINE TRADES										
METAL MACHINING	0	7	0.0	0.0	**	2.9	--	24844	0.0	0.0
METAL WORKING	0	4	0.0	0.0	**	**	--	21506	0.0	0.0
MECHANICS & MACHINERY REPAIR	0	82	0.0	0.0	**	0.3	--	25578	0.0	0.0
PRINTING	1	11	8.3	0.0	**	15.6	*	*	84.3	0.0
TOTAL MACHINE TRADES	1	104	0.9	0.0	**	**	*	*	74.6	0.0
BENCH WORK										
FABRICATION, ASMB. & REPAIR	0	17	0.0	0.0	**	2.9	--	21617	0.0	0.0
ASSEMBLY & REPAIR OF ELECTRICAL EQUIPMENT	0	3	0.0	0.0	**	**	--	22175	0.0	0.0
PAINTING & DECORATING	0	3	0.0	0.0	**	**	--	20685	0.0	0.0
BENCH WORK	0	23	0.0	0.0	24.4	24.4	--	20760	0.0	0.0
TOTAL BENCH WORK	0	46	0.0	0.0	**	**	--	21164	0.0	0.0
STRUCTURAL WORK & TRADESMEN										
WELDERS & FLAME CUTTERS	0	10	0.0	0.0	**	8.0	--	23511	0.0	0.0
EXCAVATING, GRADING & PAVING	0	241	0.0	0.0	**	**	--	21149	0.0	0.0
MISCELLANEOUS CONSTRUCTION	0	37	0.0	0.0	**	1.9	--	21298	0.0	0.0
TOTAL STRUCTURAL WORK & TRADESMEN	0	288	0.0	0.0	**	**	--	21250	0.0	0.0

Continued...

TABLE 38

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	CITY HALL AVERAGE SALARY		% WOMEN OF MEN	
			1981	1979			WOMEN	MEN	1981	1979
UNEVALUATED POSITIONS										
UNEVALUATED POSITIONS	111	158	41.2	44.5	--	--	21967	26806	82.5	69.9
TOTAL UNEVALUATED POSITIONS	111	158	41.2	44.5	--	--	21967	26806	82.5	69.9
MISCELLANEOUS										
TRANSPORTATION & MOTOR FREIGHT	0	380	0.0	0.0	7.0	**				
PACKAGING & MATERIALS HANDLING	1	548	0.1	0.0	24.5	**	--	20695	0.0	0.0
AGRICULTURAL SERVS PLANT & ANIMAL FARMING	4	78	4.8	4.8	**	**	*	*	97.3	0.0
FORESTRY	0	55	0.0	0.0	**	30.3	21271	22579	94.2	93.9
DISTRIBUTION OF UTILITIES	0	98	0.0	0.0	**	10.8	--	22424	0.0	0.0
INSPECT., INVG., EST., & PLAN PMT EXAMINING	17	312	5.1	6.0	**	**	--	21763	0.0	0.0
GRAPHIC ART WORK	0	2	0.0	33.3	**	**	24769	25376	97.6	99.9
FIRE FIGHTING	1	1264	0.0	0.0	**	29.7	--	25222	0.0	101.6
PENDING	0	0	--	21.4	**	**	*	*	78.4	99.1
						**	--	--	--	81.5
TOTAL MISCELLANEOUS	23	2738	0.8	1.2	**	**	23743	24034	98.7	99.0
CITY TOTALS	1095	4428	19.8	19.0	**	**	22438	24686	90.9	88.4

TABLE 3C

OCCUPATIONAL SEGREGATION INDEX BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	WOMEN AS % OF TOTAL 0-19.9% Male Segregated 81	79	20-39.9% Male Dominated 81	79	40-59.9% Integrated 81	79	60-79.9% Female Dominated 81	79	80-100% Female Segregated 81	79
PROFESSIONAL, TECHNICAL AND MANAGERIAL												
ARCHITECTURE	0	12	0.0	0.0								
DEPT HEAD	0	13	0.0	0.0								
DEPUTY DEPT HEAD	0	5	0.0	0.0								
MANAGERS & OFFICIALS	1	21	4.0	0.0								
ENGINEERING	8	142	5.0	2.0								
MATHEMATICS	4	26	13.0	6.0								
ADMINISTRATIVE SPECIALIZATIONS	23	137	14.0	12.0								
MISCELLANEOUS	27	91			22.0	2.0						
LAW & JURISPRUDENCE	6	20			23.0	17.0						
SOCIAL SCIENCE	4	7			36.0	11.0						
LIFE SCIENCE	2	3					40.0	60.0				
CORPORATE COUNSEL & ASST. DEPUTY SOLICITOR	1	1					50.0	50.0				
RECREATION	4	4					50.0	57.0				
LIBRARY & ARCHIVAL	7	7					50.0	35.0				
MEDICINE & HEALTH	293	16									94.0	95.0
TOTAL	380	505	7	10	3	1	4	2	0	1	1	1

Continued...

TABLE 3C

OCCUPATIONAL SEGREGATION INDEX BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	WOMEN AS % OF TOTAL									
			0-19.9% Male Segregated		20-39.9% Male Dominated		40-59.9% Integrated		60-79.9% Female Dominated		80-100% Female Segregated	
			81	79	81	79	81	79	81	79	81	79
CLERICAL												
MATERIAL & PRODUCTION RECORDING	16	43			27.0	21.0						
COMPUTING & ACCOUNT RECORDING	110	137					44.0	43.0				
MISCELLANEOUS	30	33					47.0	36.0				
INFORMATION & MESSAGE DISTRIBUTION	65	38							63.0	66.0		
STENOGRAPHY, TYPING & FILING	315	54									85.0	83.0
TOTAL	536	305	0	0	1	2	2	1	1	1	1	1
SERVICES												
PROTECTIVE SERVICE	1	54	1.0	0.0								
BUILDING & RELATED SERVICE	9	185	4.0	6.0								
MISCELLANEOUS	3	8			27.0	58.0						
RECREATION	31	38					44.0	47.0				
TOTAL	44	285	2	2	1	0	1	2	0	0	0	0

Continued...

TABLE 3C

OCCUPATIONAL SEGREGATION INDEX BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	WOMEN AS % OF TOTAL: 0-19.9% Male Segregated 81	79	20-39.9% Male Dominated 81	79	40-59.9% Integrated 81	79	60-79.9% Female Dominated 81	79	80-100% Female Segregated 81	79
MACHINE TRADES												
METAL MACHINING	0	7	0.0	0.0								
METAL WORKING	0	4	0.0	0.0								
MECHANICS & MACHINERY REPAIR	0	82	0.0	0.0								
PRINTING	1	11	8.0	0.0								
TOTAL	1	104	4	4	0	0	0	0	0	0	0	0
BENCH WORK												
FABRICATION, ASMB. & REPAIR	0	17	0.0	0.0								
ASSEMBLY & REPAIR OF ELECTRICAL EQUIPMENT	0	3	0.0	0.0								
PAINTING & DECORATING	0	3	0.0	0.0								
BENCH WORK	0	23	0.0	0.0								
TOTAL	0	46	4	4	0	0	0	0	0	0	0	0

Continued...

TABLE 3C

OCCUPATIONAL SEGREGATION INDEX BY CATEGORY/DIVISION
December 31, 1981

			WOMEN AS % OF TOTAL									
OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	0-19.9% Male Segregated		20-39.9% Male Dominated		40-59.9% Integrated		60-79.9% Female Dominated		80-100% Female Segregated	
			81	79	81	79	81	79	81	79	81	79
STRUCTURAL WORK & TRADESMEN												
WELDERS & FLAME CUTTERS	0	10	0.0	0.0								
EXCAVATING, GRADING & PAVING	0	241	0.0	0.0								
MISCELLANEOUS CONSTRUCTION	0	37	0.0	0.0								
TOTAL	0	288	3	3	0	0	0	0	0	0	0	0
UNEVALUATED POSITIONS												
UNEVALUATED POSITIONS	111	158					41.0	44.0				
TOTAL	111	158	0	0	0	0	1	1	0	0	0	0

Continued...

TABLE 3C

OCCUPATIONAL SEGREGATION INDEX BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	WOMEN AS % OF TOTAL 0-19.9% Male Segregated		20-39.9% Male Dominated		40-59.9% Integrated		60-79.9% Female Dominated		80-100% Female Segregated	
			81	79	81	79	81	79	81	79	81	79
MISCELLANEOUS												
TRANSPORTATION & MOTOR FREIGHT	0	380	0.0	0.0								
PACKAGING & MATERIALS HANDLING	1	548	0.0	0.0								
FIRE FIGHTING	1	1264	0.0	0.0								
FORESTRY	0	55	0.0	0.0								
DISTRIBUTION OF UTILITIES	0	99	0.0	0.0								
PENDING	0	0	0.0	21.0								
GRAPHIC ART WORK	0	2	0.0	33.0								
AGRICULTURAL SERVS PLANT & ANIMAL FARMING	4	78	4.0	4.0								
INSPECT., INVG., EST., & PLAN PMT EXAMINING	17	312	5.0	6.0								
TOTAL	23	2738	9	7	0	2	0	0	0	0	0	0
CITY TOTAL	1095	4429	162	176	28	17	23	15	2	7	2	2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4A

TOTAL SERVICE

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	1,044	464	18.9	8.4	21,457	19,756	92.1
5 - 10	692	345	12.5	6.3	24,350	22,940	94.2
10 - 15	497	111	9.0	2.0	24,693	23,981	97.1
15 - 20	591	80	10.7	1.4	25,668	22,963	89.5
OVER 20	1,605	95	29.1	1.7	25,852	23,711	91.7
TOTAL:	4,429	1,095	80.2	19.8	24,142	21,446	88.8

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4B

CUPE LOCAL 43

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	435	4	27.9	0.3	19,957	20,279	101.6
5 - 10	245	1	15.7	0.1	*	*	97.6
10 - 15	178	0	11.4	0.0	20,171	0	0.0
15 - 20	171	0	11.0	0.0	19,869	0	0.0
OVER 20	523	0	33.6	0.0	19,907	0	0.0
TOTAL:	1,552	5	99.7	0.3	20,029	20,211	100.9

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4C

CUPE LOCAL 79

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	281	419	13.2	19.7	21,402	20,528	95.9
5 - 10	284	303	13.3	14.2	23,636	21,982	93.0
10 - 15	135	94	6.3	4.4	24,167	23,058	95.4
15 - 20	135	69	6.3	3.2	23,942	22,273	93.0
OVER 20	331	80	15.5	3.8	23,706	22,912	96.7
TOTAL:	1,166	965	54.7	45.3	23,215	21,553	92.8

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4D

APS

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	90	25	18.0	5.0	35,235	31,858	90.4
5 - 10	55	25	11.0	5.0	38,299	37,221	97.2
10 - 15	46	11	9.2	2.2	36,444	35,342	97.0
15 - 20	63	7	12.6	1.4	38,709	32,254	83.3
OVER 20	168	10	33.6	2.0	35,687	30,388	85.2
TOTAL:	422	78	84.4	15.6	36,465	33,915	93.0

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4E

EXCLUDED

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	3	15	5.9	29.4	17,581	19,925	113.3
5 - 10	1	15	2.0	29.4	*	*	135.0
10 - 15	2	6	3.9	11.8	22,490	21,540	95.8
15 - 20	0	4	0.0	7.8	0	21,777	0.0
OVER 20	0	5	0.0	9.8	0	23,155	0.0
TOTAL:	6	45	11.8	88.2	18,846	20,938	111.1

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4F

HEADS/DEPUTIES

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	1	0	5.0	0.0	*	*	0.0
5 - 10	4	1	20.0	5.0	*	*	92.7
10 - 15	2	0	10.0	0.0	59,341	0	0.0
15 - 20	3	0	15.0	0.0	67,246	0	0.0
OVER 20	9	0	45.0	0.0	62,371	0	0.0
TOTAL:	19	1	95.0	5.0	*	*	90.9

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - DECEMBER 31, 1981

TABLE 4G

FIREFIGHTERS

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	234	1	18.5	0.1	*	*	90.7
5 - 10	103	0	8.1	0.0	26,832	0	0.0
10 - 15	134	0	10.6	0.0	26,806	0	0.0
15 - 20	219	0	17.3	0.0	26,871	0	0.0
OVER 20	574	0	45.4	0.0	29,000	0	0.0
TOTAL:	1,264	1	99.9	0.1	*	*	78.4

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

CHAPTER 7 INTRODUCTION TO THE DEPARTMENT CHAPTERS

Equal Opportunity in the City of Toronto is a management program. Thus, the Equal Opportunity Program has acted as a resource only, to some Departments requesting assistance with their Action Plans. Final decisions concerning the type of Action Plan each Department implements, however, rests with the Department Heads. In consequence, the Department Chapters are presented here without any additional comments from the Equal Opportunity Program.

The first section of each Department Chapter described the activities carried out in 1981 by the Department's management and staff to implement their 1980 Action Plan. The second section is the Department's 1982 Action Plan.

Please note that some Departments have addressed Equal Opportunity issues relating to Minorities and people with disabilities. Although this information was not requested for this planning year, it will be as soon as the Technical Assistance Package for the total Equal Opportunity Program is developed in 1982. The Action Plans required by Departments for 1983 will address the Departments' commitment to all groups included in the City of Toronto's Equal Opportunity Committment.

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: J. Rabinowitz

APPROVED BY: J. Rabinowitz

AUDIT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT- 1981

PLANNED RESULT

An increased awareness and support of the Equal Opportunity Program.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

J. Rabinowitz, City Auditor, has taken on the responsibility of receiving and distributing information from the Equal Opportunity Program, but no staff have shown any interest in attending the Equal Opportunity Department Representatives' meetings.

AUDIT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Supervisors/managers trained to conduct career counselling sessions with employees.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Management Services has not yet developed the career counselling course, so this Planned Result will be carried over into 1982.

AUDIT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a minimum of one job rotation within the Department or within another Department.

	TIME	MONIES
RESOURCES ALLOCATED	70 hours	$900
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Program not established in 1981 but will continue to be part of the Department's Action Plan in 1982.

AUDIT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Development of an Outreach Recruitment Program.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The City Auditor specifies to any professional accounting organization approached that positions are open to both men and women.

AUDIT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

---

1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

As of December 31, 1981, the Department has 33 employees (establishment - 34), 7 women (21.2%) and 26 men (78.8%). One hundred percent of the employees in Professional, Technical and Managerial are men. Women make up 33.3% of the Clerical category.

Women's average salary is 89% of men's average salary in the Clerical category and 69.7% overall. The wage differential between employees with over 20 years of service is that women's average salary is 70.8% of men's average salary.

SITUATION

The occupational distribution of this Department between women and men has been a result of three factors:

1. Historic.

2. Audit is a small Department with very little turnover at the senior clerical level. None of the employees at this level have less than 20 years of service.

3. Professional accounting in the past was a non-traditional occupation for women. Although this is rapidly changing, the response to our ads, etc., has been exclusively men. I have always specified to any professional accounting organization approached that positions are open to both women and men. This perhaps could be partly corrected by an Outreach Program to professional accounting bodies. Whether this is warranted in view of the small number of applicable employees would have to be reviewed.

The first two factors noted could perhaps be addressed by consideration of a joint program with other small Departments coordinated by the Equal Opportunity Administrator.

2. DEPARTMENT: OBJECTIVE(S)

To achieve over the next five years, a more equitable representation and fuller utilization of women and men at all levels and in all categories of the Department.

Department: Audit

5. Planned Result:

The establishment of a minimum of one job rotation within the Department or with another Department.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
. Investigate possibilities for job rotation within the Department and with other Departments.	. Department Head.	. By June 30, 1982.
. Discuss job rotation plans with interested employees in identified positions and get their input for the program.	. Directors/Supervisors/ employees in identified positions.	. By August 3, 1982.
. Review job descriptions to ensure that any new duties are included, if required.	. Directors/Supervisors/ Personnel Services Division.	. By August 31, 1982.
. Implement job rotation program.	. Department Head/Directors/ Supervisors.	. By September 30, 1982.

Department: Audit

5. Planned Result:
The development of an outreach recruitment program.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
. Provide input into the City's Succession Planning Project to be conducted by the Equal Opportunity Program Administrator.	. Department Head, Managers and Supervisors.	. On-going.
. When positions in the Department are identified by the Succession Planning Project, provide staff to take part in the Career Profile Program.	. Department Head.	. On-going.
. Distribute Career Profiles to all staff members.	. Department Head, Managers and Supervisors.	. Feed-back from employees.
. Identify staff to be trained to go to high schools, community colleges, universities and trade schools to discuss "Careers in the Civic Service" on the various career days.	. Department Head.	. Number of applicants applying for City jobs from the organizations involved.

Department: Audit

5. Planned Result:

Supervisors/Managers trained to conduct career counselling sessions with employees.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
• Provide input into the development of a career counselling course, as requested.	• Department/Head/Personnel Services Division.	• On-going.
• Require all managers and supervisors in the Department to attend the career counselling course over the next three years.	• Department Head.	• Feed-back from courses. Feed-back from employees involved in career counselling sessions.
• Make the career counselling course part of each new supervisor's/manager's training when they join the staff of the Department.	• Department Head.	• On-going.

Department: Audit

5. Planned Result:

An increased awareness and support for the Equal Opportunity Program

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: —

Monies: —

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Continue to have a representative in the Department to receive information on the Equal Opportunity Program and distribute it to all employees in the Department.	• Department Head.	
• Request input from employees on problems to address.	• Directors and Supervisors.	• Problems identified and acted upon.
• Circulate minutes and information from Equal Opportunity Department Representatives' meetings to all staff, and allow interested staff members to attend Equal Opportunity Department Representatives' meetings.	• Department Head.	• Information circulated and Department Equal Opportunity Representative appointed.

AUDIT

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ADMINISTRATIVE SPECIALIZATIONS	0	10	0.0	0.0	38.0	31.8	C.A. or R.I.A./C.G.A. with 5 years audit experience
DEPT HEAD	0	1	0.0	0.0	25.0	31.8	C.A. with License to practice in Ontario
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	0	11	0.0	0.0	**	**	
CLERICAL							
STENOGRAPHY, TYPING & FILING	2	0	100.0	100.0	90.0	51.1	Secondary School, Grade 13
COMPUTING & ACCOUNT RECORDING	5	14	26.3	36.8	69.0	31.8	Secondary School plus Audit experience and/or registered in R.I.A. or C.G.A. courses
TOTAL CLERICAL	7	14	33.3	42.8	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	0	1	0.0	--	--	--	
TOTAL UNEVALUATED POSITIONS	0	1	0.0	--	--	--	
TOTAL AUDIT	7	26	21.2	29.0	**	**	

TABLE 2 — **DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981**

AUDIT

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	10	3	30.3	9.1	29,016	19,981	68.9
5 - 10	3	2	9.1	6.1	21,930	20,636	94.1
10 - 15	2	0	6.1	0.0	29,853	0	0.0
15 - 20	2	0	6.1	0.0	37,673	0	0.0
OVER 20	9	2	27.3	6.1	33,537	23,741	70.8
TOTAL:	26	7	79.0	21.0	30,494	21,242	69.7

CHAPTER 9 BUILDINGS AND INSPECTIONS DEPARTMENT

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: Division Directors and Equal Opportunity Representatives

APPROVED BY: M.L. Nixon

BUILDINGS AND INSPECTIONS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Identification of women and men employed in positions that do not make adequate use of their skills and training.

	TIME	MONIES
RESOURCES ALLOCATED	30 hours	$350
RESOURCES UTILIZED	5 hours	$200

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

A questionnaire (following page) was developed and distributed to all staff members for completion.

The questionnaire was prepared by the two Department Equal Opportunity Representatives and a District Supervisor.

Of the approximate 325 questionnaires distributed, only 7 were completed and returned.

Each of the 7 completed questionnaires were followed up with 4 indicating that no assistance was required and the remaining 3 requesting assistance in career guidance.

One of the employees requesting assistance indicated interest in a position with the Department of Public Works, and from this an interview with that Department was set up.

BUILDINGS AND INSPECTIONS DEPARTMENT
EQUAL OPPORTUNITY PROGRAM QUESTIONNAIRE

NAME: ______________________________

DISTRICT: ______________________________

PRESENT POSITION: ______________________________

Questions 1, 2, and 3 should be answered by using the chart below.

Question 1. What are your present skills?

Question 2. Are your present skills being fully utilized?

Question 3. What skills do you have that are not being utilized?

Present Skills	Skills Presently Used	Skills Not Presently Being Used

Question 4. How do you feel that they could be utilized?

Question 5. Do you have a goal for the future for which you would like some help in achieving?

Question 6. What form would this help take? (i.e. courses, etc.)

BUILDINGS AND INSPECTIONS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a Career Planning and Pathing Program for interested employees identified in the Department's Utilization Study.

	TIME	MONIES
RESOURCES ALLOCATED	10 hours	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

As a result of poor response to the questionnaire, the establishment of an ongoing program was limited.

However, there has been increased interest in the number of females applying for assistance in improving their educational qualifications, especially in technical-related courses.

BUILDINGS AND INSPECTIONS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Supervisors/managers trained to conduct career counselling sessions for employees.

	TIME	MONIES
RESOURCES ALLOCATED	20 hours	$50
RESOURCES UTILIZED	—	—

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Inasmuch as a specific course has not been established for supervisors/managers, many senior members of this Department's staff have participated in the Effective Supervision in Municipal Government and the Interviewing Techniques courses which will enable them to be more effective and aid employees in counselling.

There has also been an increased awareness in counselling as a direct result of the Performance Appraisal system utilized in this Department.

BUILDINGS AND INSPECTIONS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in awareness and support for the Equal Opportunity Program.

	TIME	MONIES
RESOURCES ALLOCATED	90 hours	$600
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Establishment of separate bulletin boards for display of Equal Opportunity Program literature, etc.
- Preparation of Career Planning and Pathing questionnaire with follow-up of reviewing responses and personal interviews.
- Arranged for designated staff in district offices to assist with distribution of Equal Opportunity information.
- Arrangements initiated for Audio/Visual Programs in district offices in lieu of City Hall Lunch and Learn programs in the winter.
- Equal Opportunity Administrator attended supervisors' meeting in February 1981 to speak and answer questions on the Equal Opportunity Program.
- Equal Opportunity Administrator and Department Representatives held two meetings in one of the Committee Rooms to speak on Equal Opportunity and improve awareness of the whole Department.
- Department Representatives spoke to various groups within the Department to encourage participation in the Equal Opportunity Program.
- Ongoing review by Department Representatives of a wide variety of publications regarding topics of interest.

BUILDINGS AND INSPECTIONS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The Buildings and Inspections Department operates under the direction of the Commissioner and is comprised of the Administration, Inspections and Plan Examination Division.

The major functions of the Department are as follows:

a) Administration and enforcement of a variety of Municipal By-Laws and Provincial Codes and regulations. Examinations are performed and inspections made to ensure that all buildings, plumbing, and heating plants are safely and properly erected or installed, and that buildings are properly used, located and maintained.

b) Dissemination of information to the public, developers and prospective purchasers of properties regarding by-law and/or regulations respecting given properties.

c) Processing of license applications regarding Liquor License Board of Ontario, Metro Licensing Commission, Dry Cleaning Licenses, Rooming and Lodging House Licenses, etc.

SITUATION

At the present time, the Department has 300 permanent employees in its establishment. The comparison of the female/male ratio over recent years is as follows:

	1981	1980	1979	1978
Female	75-27%	75-25.7%	69-24.2%	23.7%
Male	202-73%	216-74.3%	216-75.8%	76.3%

The current staff of the Department are employed in the following areas:

	1981		1979	
	M	F	M	F
Professional Technical Managerial	94.1%	5.8%	97.2%	2.8%
Clerical	17.0%	83.0%	16.7%	83.3%
Service (Inspections, Plan Examination)	89.4%	10.6%	100.0%	0.0%

In 1980, the average female salary was 67.4% of the average male salary whereas in 1981, the average salary for females was $20,001 and the average salary for males was $28,989 which results in the fact that female salaries were 69% of the males' average salary.

As in prior years, the number of female applicants for vacancies in the Inspection and Plan Examination positions was limited, with the direct result that the number of successful females in these areas was limited. However, it should be noted that in 1981, one female was successful in being promoted to a Plan Examination position and another has been placed as a Senior Inspector on an alternate rate for a lengthy period.

With the increased interest females of this Department are showing in registering in technical areas of endeavour, there will be an increase in the ratio of female/male applicants for other than clerical vacancies. This will then serve to improve on the current imbalance.

GENERAL DESCRIPTION

Improvements should be considered to the present Equal Opportunity Program structure in the area of numbers of participating Department Representatives. Some thought should be given to increasing representation to one designated representative and one alternate representative for each Division within a Department, thereby involving more people and giving the Equal Opportunity Program a higher profile.

2. DEPARTMENT: OBJECTIVE(S)

1. Establish and publicize a Succession Plan Program to assist interested participants with career counselling and pathing where possible.
2. Provide Audio/Visual Program to ensure all employees have opportunity to improve awareness.
3. Establish voluntary Job Rotation Program to assist staff in career planning.
4. To improve on and increase the support given to the Equal Opportunity Program in the Department.

3. RESOURCE ALLOCATIONS

	1981	1982
Staff Time	100 days	50 days
Dollars	$200	$1,100

4. REPORTING

February 1st of each year.

Department: Buildings and Inspections

5. Planned Result:

Provide Audio Visual Programs in Districts in Lieu of Lunch Time Noon Hour Programs.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 15 days

Monies: $1000

7. Activity	8. Responsibility	9. Measurement Criteria
• Co-ordinate the viewing of tapes in district offices, on topics relative to various issues.	• Equal Opportunity Office Director of Administration Department Representatives.	• September 1982. Due to Budget Approval and to provide for maximum participation by employees.

Department: Buildings and Inspections

5. Planned Result:

Do Succession Plan Study and Publicize.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 20 Days

Monies: $50

7. Activity	8. Responsibility	9. Measurement Criteria
• Ascertain who is retiring, leaving, etc. over the next 5 years.	• Director of Administration.	• February 1, 1982.
• Do profile of jobs and ascertain qualifications that will be necessary to be a suitable applicant.	• All Directors and Supervisors.	• April, 1982.
• Publicize in department the position and who contact person is to be.	• All Directors and Supervisors and Representatives.	• May 1, 1982 and ongoing.

Department: Buildings and Inspections

5. Planned Result:

Job Rotation.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 15 days

Monies: $50

7. Activity	8. Responsibility	9. Measurement Criteria
• Identify people who are interested in Job Rotation. • Identify jobs which are able to be rotated feasibly. • Standardize procedures on implementing voluntary job rotation. • Work on individual basis with those interested.	• Directors and Supervisors, Union and COTAPSAI representation if required.	• June, 1982

Department: Buildings and Inspections

5. Planned Result:

To Improve on and Increase the support given to the Equal Opportunity Program in the Department.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 20 hours

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
• Hold a department election for 1 more full-time representative from Plan Examination Division and 1 more alternate (preferably from a district office so we can have more input from their point of view).	• Director of Administration, Plan Examination and Department Reps.	• March 1, 1982.
• Have more meetings with the Directors of each Division in order to formulate ongoing ideas for awareness and support.	• All Directors and Reps.	• Ongoing.
• Rotation basis of taking a guest to the monthly E.O.P. meetings for those interested. (i.e. Planning & Development).	• Reps and interested parties.	• Ongoing.

BUILDINGS AND INSPECTIONS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ENGINEERING	0	10	0.0	0.0	0.1	5.1	University Degree in Engineering
SOCIAL SCIENCE	0	1	0.0	0.0	56.4	94.0	Secondary School and 2 years in specialized courses in Community Development
ADMINISTRATIVE SPECIALIZATIONS	2	13	13.3	9.0	38.0	52.7	Grade 13 Accounting courses
DEPT HEAD	0	1	0.0	0.0	42.0	**	Bachelor of Science or equivalent training and experience
DEPUTY DEPT HEAD	0	0	--	0.0	42.0	**	
MISCELLANEOUS	0	7	0.0	0.0	**	**	
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	2	32	5.8	2.8	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	8	2	80.0	77.7	83.0	51.1	Secondary School, Grade 13 or equivalent
STENOGRAPHY, TYPING & FILING	40	6	86.9	86.7	90.0	98.8	Secondary School and set requirements in typing and shorthand
COMPUTING & ACCOUNT RECORDING	2	3	40.0	33.3	69.0	52.7	Secondary School and courses in Accounting, Data Processing, etc.
MISCELLANEOUS	4	0	100.0	85.7	**	**	Secondary School and extended courses
TOTAL CLERICAL	54	11	83.0	83.3	**	**	
SERVICES							
MISCELLANEOUS	0	4	0.0	0.0	**	**	Secondary School and extended courses
TOTAL SERVICES	0	4	0.0	0.0	**	**	

BUILDINGS AND INSPECTIONS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	14	64	17.9	0.0	--	--	
TOTAL UNEVALUATED POSITIONS	14	64	17.9	0.0	--	--	
MISCELLANEOUS							
INSPECT., INVG., EST., & PLAN PMT EXAMINING	5	91	5.2	3.3	**	.07	Secondary School and training and experience in related fields (i.e. plumbing, heating, etc.)
PENDING	0	0	--	15.7	**	**	
TOTAL MISCELLANEOUS	5	91	5.2	4.7	**	**	
TOTAL BUILDINGS AND INSPECTIONS	75	202	27.0	24.2	**	**	

TABLE 2 **DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981**

BUILDINGS AND INSPECTIONS

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	57	26	20.6	9.4	27,547	18,073	65.6
5 - 10	52	30	18.8	10.8	28,919	19,797	68.5
10 - 15	28	11	10.1	4.0	28,804	22,221	77.1
15 - 20	33	2	11.9	0.7	30,884	23,075	74.7
OVER 20	32	6	11.6	2.2	29,878	24,283	81.3
TOTAL:	202	75	73.0	27.0	28,989	20,001	69.0

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1980 AND 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: R.V. Henderson

APPROVED BY: R.V. Henderson

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1980

PLANNED RESULTS

1. Directors/supervisors be requested to expand orientation interview for new employees in the following manner:

   a) provide new employees with the brochure outlining the functions of the City Clerk's Department;

   b) have employees taken on a tour of the Department and introduced to supervisors, directors, and key personnel in the other areas of the Department;

   c) attempt to identify employees' career paths and inform them of best direction to follow in order to achieve their career goal;

   d) ensure employees are aware of the fact that we are an Equal Opportunity Employer and provide them with a copy of our current Action Plan and names of each member of the Committee whom they may contact for information.

2. Division Directors will be requested, where possible, to provide employees with the opportunity to transfer from one position to another within the same wage category.

3. A representative, either union or management, from each Division, should be on the Equal Opportuinity Staff Committee, preferably voluntary.

4. Periodic meetings of the aforesaid Committee to be held, if necessary.

5. Solicit suggestions from the staff, either signed or anonymous, with regard to the Equal Opportunity Program Plan and its action.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. a) Implemented. Brochure now under revision for further distribution.

   b) Implemented and ongoing.

   c) Implemented in conjunction with Department Employee Interview policy ("Fireside" chats).

   d) This not done but 1981/1982 Plan will be distributed. Committee became defunct.

2. Implemented to fullest possible extent.

3. Abandoned after unsuccessful recruiting campaign in 1981.

4. See #3 above.

5. Informal approaches only are in place.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To increase awareness and support of the Equal Opportunity Program within the City Clerk's Department.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Since early 1979 there have been continuing efforts to secure voluntary representatives in all Divisions. Creation of a staff committee will be tried again in 1982. Space on all bulletin boards is made available for Equal Opportunity notices and publications. Divisional Directors and the Equal Opportunity Representatives for management have had carriage of this matter. The 1981 Action Plan was produced too late for circulation to employees in 1981.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To identify women and men employed in positions that do not make adequate use of their skills and training.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The Department has begun creation of a manual which will show position description, qualifications, and other information on each position in the Department. The manual, on completion, will be available for all employees to peruse. There is need for input from the Personnel Services Division in respect to qualifications.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To examine the possibilities of secondments, job rotations, or job exchanges within the Department.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Job rotations are implemented on a regular basis and wherever possible. It should be understood rotations are usually within "families" of positions, usually at the junior levels. Directors administer this program.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To examine the possibility of a Job Enrichment Program in the Department.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Divisional Directors have reviewed. More input from such areas as the Management Services Department is needed.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To ensure that all Departments' forms and communications are free from sexist connotations.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Directors have implemented this at senior staff levels.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To develop an Outreach Recruitment Program for the disabled.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Two disabled persons have already been added to staff in permanent positions. Those hiring new staff are all aware of the Outreach Recruitment Program.

CITY CLERK'S DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982/1983

---

1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The City Clerk's Department operates under the direction of the City Clerk and consists of the Mayor's Office; Secretariat; Administrative Services Division; Election, Licensing and Statistical Division; Records and Archives Division; and the Public Information and Communications Services Division.

The primary functions of the Department are as follows: the administration of the Mayor's Office; the preparation and supporting materials, agendas, reports, and correspondence for Council, the Executive Committee, Standing Committees and Special Committees and the maintaining of their records, minutes, and by-laws; the administration of Civic elections, assessment rolls, marriage and lottery licenses and vital statistics; records management, including microfiliming and the storage of records for all City Departments; maintaining City Archives, administering the City's Fine Art Collection and operating the Market Gallery; the provision of Central Mailing Services for all City and Metro Departments; provision for Council of transportation, secretarial, printing and duplicating services, and the arranging of civic functions; City advertising, the provision of advice and guidance for the planning, development, and execution of Departmental internal and external communication activity; the production of directories, booklets, leaflets, exhibitions and other communication aids for all Departments; and the development of programs and procedures designed to encourage effective communication between the City and its public.

SITUATION

Since disabled persons are now part of the Equal Opportunity Survey, perhaps a percent employment should also be shown in the Situation report, or at least report the total of all the employees on strength who are disabled.

On December 31, 1981, the Department had 169 employees, 109 women (64%) and 60 men (36%). In the Professional, Technical and Managerial occupations, 38% of the employees were women and 62% were men. In the Clerical occupations, 75% of the employees were women and 25% were men. In the Machine Trades occupations, 100%

of the employees were men. In the Unevaluated and Miscellaneous occupations, 29% of the employees were women and 71% of the employees were men.

Women's average salary in 1981 was 82% of the men's average salary. Women's average salary was $22,274, and men's average salary was $27,082 in 1981. No significant change was seen in the percentage of men's average salary that women's average salary constituted. Only 3 women had over 20 years of service.

GENERAL DESCRIPTION

Insofar as the continuing goals of the Department are concerned, they remain the same as outlined in the 1981 Action Plan. However, immediate goals for 1982/1983 include the completion of the manual on job qualifications and making employees more aware of the Action Plan and its integral programs.

In addition, further effort will be made to achieve the goal of employee involvement in creation and maintenance of present and future Action Plans for Equal Opportunity. The Department will provide staff and absorb whatever costs are involved to continue the program. As a result, no specific figures are quoted.

3. REPORTING

Through Annual Review or as requested.

Department: City Clerk's

5. Planned Result:

To increase awareness and support for the Equal Opportunity Program within the City Clerk's Department

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
• Recruit Equal Opportunity Representatives in all Divisions.	• City Clerk/Directors/ Equal Opportunity Administrator.	• Ongoing.
• Establish Equal Opportunity space on bulletin boards.	• Directors/Equal Opportunity Reps.	• Ongoing.
• Provide each employee with copy of City Clerk's Action Plan.	• Directors.	• Ongoing.

Department: City Clerk's

5. Planned Result:

To identify women and men employed in positions that do not make adequate use of their skills and training.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Create and make available a Department Job Qualifications Manual containing duties and qualifications required for each job in the department.	• Directors/Supervisors .	• Ongoing. Job Descriptions now available. Qualifications need input from Management Services Department.
• Request that all employees familiarize themselves with the Manual and advise their Director if their skills, knowledge and/or experience are being under-utilized in their job.	• Directors/Employees .	• Ongoing .

Department: City Clerk's

5. Planned Result:

To examine the possiblities for secondments, job rotations, or job exchanges within the department.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
• Examine possibilities for job rotation, job exchange and/or secondment within the Department .	• City Clerk/Directors .	• Ongoing within Divisions.
• Invite input from interested employees on the above.	• Employees .	• Ongoing .

Department: City Clerk's

5. Planned Result:

- To examine the possibility of a job enrichment program in the department.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
• Request employee input for possible job enrichment action.	• Directors/Supervisors/ Employees .	• Ongoing but development required in collaboration with Management Services Department, where necessary.

Department: City Clerk's

5. Planned Result:

- To ensure that all department forms and communications are free from sexist connotations.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: —

Monies: —

7. Activity	8. Responsibility	9. Measurement Criteria
• Request employees to assist in eliminating all sex-role stereotyped language from department documents, by advising their supervisors.	• Employees.	• Ongoing.

Department: City Clerk's

5. Planned Result:

To develop an outreach recruitment program for the disabled.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
• Co-operate with the Outreach Recruitment Officer in providing employment opportunities for disabled groups.	• Directors/Supervisors.	• Ongoing.

CITY CLERKS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
LIBRARY & ARCHIVAL	7	7	50.0	35.7	**	42.2	B.A. (Historical Degree)
ADMINISTRATIVE SPECIALIZATIONS	2	4	33.3	40.0	38.0	21.4	University Degree in Business Administration
MANAGERS & OFFICIALS	0	1	0.0	0.0	42.0	**	Secondary School supplemented by Business Administration
DEPT HEAD	0	1	0.0	0.0	42.0	48.1	University Degree or equivalent experience and training
DEPUTY DEPT HEAD	0	1	0.0	0.0	42.0	48.1	University Degree or equivalent experience and training
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	9	14	39.1	31.8	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING	0	1	0.0	0.0	**	51.1	Secondary School, Grade 13
INFORMATION & MESSAGE DISTRIBUTION	18	8	69.2	71.4	83.0	51.1	Secondary School, Grade 13
STENOGRAPHY, TYPING & FILING	46	6	88.4	83.3	90.0	98.8	Secondary School and set requirements in Typing and Shorthand
COMPUTING & ACCOUNT RECORDING	6	1	85.7	75.0	69.0	52.7	Secondary School plus courses in Accounting, Data Processing, etc.
MISCELLANEOUS	6	11	35.2	18.7	**	51.1	Secondary School, Grade 13
TOTAL CLERICAL	76	27	73.7	69.1	**	**	
SERVICES							
MISCELLANEOUS	0	0	--	100.0	**	51.1	Secondary School, Grade 13
TOTAL SERVICES	0	0	--	100.0	**	**	

CITY CLERKS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1978	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
MACHINE TRADES							
PRINTING	0	3	0.0	0.0	**	18.6	Secondary School and Technical courses in Printing
TOTAL MACHINE TRADES	0	3	0.0	0.0	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	22	12	64.7	50.0	--	--	
TOTAL UNEVALUATED POSITIONS	22	12	64.7	50.0	--	--	
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	6	0.0	0.0	7.0	**	Secondary School and Ontario Driver's License, Class "G"
GRAPHIC ART WORK	0	0	--	50.0	**	29.7	Public School to Secondary School
TOTAL MISCELLANEOUS	0	6	0.0	12.5	**	**	Degree/Training
TOTAL CITY CLERKS	107	62	63.3	60.4	**	**	

TABLE 2 DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

CITY CLERKS

SERVICE YEARS	NUMBER OF EMPLOYEES				AVERAGE SALARY		
	M	F	%M	%F	M	F	%F OF M
0 - 5	28	50	16.6	29.6	20,485	19,696	96.1
5 - 10	12	41	7.1	24.3	23,617	23,442	99.3
10 - 15	6	10	3.6	5.9	31,998	21,547	67.3
15 - 20	2	3	1.2	1.8	28,409	23,142	78.7
OVER 20	14	3	8.3	1.8	35,207	22,703	64.5
TOTAL:	62	107	36.0	63.0	25,818	21,486	83.2

CHAPTER 11

CITY PROPERTY DEPARTMENT

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: J. Clark/R.S. Bellis

APPROVED BY: D.G. Emslie

CITY PROPERTY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

A 10% increase in the number of women in Professional, Technical and Managerial positions.

As indicated in the body of the report, a 15% increase in this category has been achieved.

	TIME	MONIES
RESOURCES ALLOCATED	6 days	$1,267
RESOURCES UTILIZED	6 days	$1,267

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Analyze and review job descriptions and recruitment procedures for each job category to identify and eliminate discriminatory barriers. Responsibility of: Director of Services, Director of Administration and Budgets, Director of Real Estate, Department Equal Opportunity Representative.

Select and train persons involved in the employment process to use standards and to support Equal Opportunity action. Includes everyone who recruits, interviews, selects, hires, places, promotes, trains, or takes disciplinary action. Responsibility of: Director of Services, Director of Administration and Budgets, Director of Real Estate, Department Equal Opportunity Representative.

Ensure all qualified women for Professional, Technical, and Managerial positions will be interviewed. Responsibility of Commissioner of City Property.

CITY PROPERTY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

A 15% increase in the number of women in the Manual Trades, Foremen, Supervisor Maintenance positions.

Not achieved. See comments regarding hiring practices and retirement of staff in body of report. Note, however, the breakthrough of first woman Special Constable.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	$1,914
RESOURCES UTILIZED	10 days	$1,914

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Analyze and review job descriptions and recruitment procedures for each job category to identify and eliminate discriminatory barriers. Responsibility of: Director of Services, Director of Maintenance, Department Equal Opportunity Representative.

Ensure all qualified women for Manual Trades, Foremen, Supervisor, Maintenance positions will be interviewed. Responsibility of Commissioner of City Property.

N.B. With the exception of the Special Constable position, there were no women applicants for any position in this category.

CITY PROPERTY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

A 5% increase in the number of men in Stenographic, Typing, and Filing positions.

Achieved. Hired a male Mail/File Clerk to replace a female Mail/File Clerk.

	TIME	MONIES
RESOURCES ALLOCATED	6 days	$1,267
RESOURCES UTILIZED	6 days	$1,267

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Analyze and review job descriptions for each job category to identify and eliminate discriminatory barriers. Responsibility of: Director of Administration and Budgets, Department Equal Opportunity Representative.

Ensure all qualified men for Stenographic, Typing, and Filing positions will be interviewed. Responsibility of Commissioner of City Property.

CITY PROPERTY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a minimum of two Career Enrichment Programs in the Department.

Achieved. Positions established: Manager of Space Planning and Facilities, Administrative Coordinator.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	$1,097
RESOURCES UTILIZED	5 days	$1,097

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Identify positions that lend themselves to job enrichment. Responsibility of Director of Administration and Budgets, Director of Services, Department Equal Opportunity Representative.

Discuss enrichment plans with interested employees in identified positions and get their input. Responsibility of: Director of Administration and Budgets, Department Equal Opportunity Representative.

CITY PROPERTY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Managers and supervisors trained to conduct career counselling sessions for employees.

At least five managers and supervisors have been trained in interviewing techniques which is deemed a prerequisite for career counselling courses.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	$1,097
RESOURCES UTILIZED	5 days	$1,097

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Provide input to the development of a career counselling course. Responsibility of Department Equal Opportunity Representative.

Require all managers and supervisors in the Department to attend the course over the next three years. Responsiblity of Commissioner of City Property.

Review job descriptions to ensure that new duties are included. Responsibility of: Director of Administration and Budgets, Department Equal Opportunity Representative.

Implement Job Enrichment Program. Responsibility of: Director of Administration and Budgets, Commissioner of City Property.

CITY PROPERTY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The City Property Department operates under the direction of the Commissioner of City Property and consists of the following Divisions: Administration and Budgets, Architectural, Maintenance, Real Estate, and Services.

The primary functions of the Department are the provision of operating space and inspection, maintenance, repair, alteration, architectural, and real estate services for all Civic Departments.

The Department in 1980 had 290 permanent employees, 31 women (10.6%) and 259 men (89.4%). The proportion of women increased from 9.9% for the base year 1976 to 10.7% in 1980.

In the Professional, Technical and Technical Managerial Occupation categories, 100% of employees were men.

In the Clerical and Administrative category, 51.4% of employees were men, 48.6% were women.

In the Service, Structural and Tradework, and Miscellaneous (i.e., transportation, utilities, inspection) category, 209 (94.6%) employees were men and 12 (5.4%) were women.

In 1980, several reorganizations took place in the Department. Although some of the new positions have been filled by men, there are several positions vacant which could have been filled by women. Also in 1980, the Department continued its review of salary discrepancies between males and females. These have been identified and remedial action has been taken. I feel, therefore, that we have finished targeting members of an identified affected class in respect to relevant compensatory benefits and pay.

The Department in 1981 had 288 employees, 31 women (11%), and 257 men (89%).

In the Professional, Technical and Technical Managerial categories, 85% of employees were men and 15% women. This represents an increase of 15% employment of women in this category.

Breakthroughs in Professional, Technical and Technical Managerial Category - 1981

One woman was employed as Manager, Office Space and Facilities at a salary range of	$27,569 - $34,439
One woman was employed as Assistant Office Facilities Planner at a salary range of	$17,704 - $20,627
One woman was employed as a Real Estate Technician at a salary range of	$18,672 - $21,613

In the Clerical and Administrative category, 51% of employees are men and 49% are women. Although the percentiles do not differ from 1980, several significant breakthroughs have occurred.

Breakthroughs in Clerical and Administrative Category - 1981

One woman was employed as Administrative Coordinator at a salary range of	$23,495 - $29,342
One woman was employed as an Accounting Control Clerk at a salary range of	$22,582 - $25,523
One woman was employed as an Accounts Payable Clerk at a salary range of	$16,717 - $19,659
One male was employed as a Mail/Filing Clerk at a salary range of	$13,794 - $16,717
And although not included in the permanent figures, one woman was employed on a temporary basis as a Property Rentals Manager at a salary range of	$21,613 - $24,537

In the Service, Structural and Tradework and Miscellaneous (i.e., transportation, utilities, inspection) category, 95% of the employees are men and 5% are women. Although the percentiles do not vary from 1980, a breakthrough also took place here.

Breakthrough in Service, Structural and Tradework and Miscellaneous Category - 1981

One woman was employed as a Special Constable at a salary of $17,706.

SITUATION - 1980/1981

There are two factors which have contributed greatly in the past to the sex-typed occupational distribution of men and women in the Department. For example, the Department has been in existence for over 50 years and therefore would have been asked to adhere to the hiring practices required by the administration after World War II. This practice required that preference be given to hiring veterans, and the word "veteran" in 1945 unfortunately had the connotation "male", notwithstanding the services of the Canadian Women's Arms Corps (CWAC), Women's Air Force (WAF), and Women's Royal Naval Services (WRNS).

I am of the opinion that this might explain the number of males working in the supervisory capacities in the City Property Department and possibly other Departments, since they would have been given priority in hiring during 1945-1950, and would have therefore been in place for the promotion as the service and the resultant staff of the Civic Service grew.

I am also of the understanding that until the reorganization of the Personnel Department, reference was made to "War Service" on promotion application forms, although I do not believe this was taken into consideration during the interview process.

A percentage of the staff is rapidly reaching retirement age. For example, on the 9th Floor of the Department, approximately 24% of the staff will be retiring within the next one to three years. These staff members obviously have no great feelings regarding training and promotional opportunities. It will be only when their successors are appointed that the program should begin bearing fruit.

However, since these factors will be self-eliminating because of attrition and newly created positions due to reorganization, we can now address ourselves to recently identified problem areas.

GENERAL DESCRIPTION- 1980/1981

The Department has initiated or completed the following steps:

- Information on the Equal Opportunity Program is distributed.
- Department 1979 Action Plan was sent to all employees.
- Information about courses was circulated to all employees.
- Employees were interviewed about their career plans.
- Employees were identified and recommended for accelerated career development.
- Salaries of men and women in non-traditional positions were reviewed.
- Employees were encouraged to participate in courses designed to improve their job mobility and promotional opportunities.

- Initiated a report to Council regarding inequalities in salary and working hours between the female custodians and the male custodians. As a result of this report, these inequalities have now disappeared.
- Initiated a salary review of the casual cleaning staff and discovered the same type of salary inequalities existed in this area. In fact, the salary structure for both female and male employees had not been adjusted since 1977. This situation has been rectified.
- Election of Equal Opportunity Representatives was completed.
- Identified, through workforce analysis, a target area which can be rectified immediately. This is the large percentage of males in the cleaning force. The utilization of more females in the section is indicated. (Please see following tables by category of permanent workforce).

In addition to the preceding, I continued the reorganization of the City Property Department. In respect to this, two positions currently held by women were affected, these were upgraded with a view to making them into distinct Administrative Specialization posts. I would also point out that I have not included any outreach programs in my projected worksheet. It is my opinion that the creation of this program should fall under the jurisdiction of Management Services and that the City Property Department's involvement should be to prepare a list much like a Speakers' Bureau.

2. DEPARTMENT: OBJECTIVE(S) - 1980/1981

To provide equal access to employment, training and development, and career opportunities to all employees regardless of race, national or ethnic origin, religion, age, sex, or marital status.

3. RESOURCE ALLOCATIONS - 1980/1981/1982

	1980	1981	1982
Staff Time	10 days	32 days	20 days
Dollars	$1,302	$6,642	$4,560

1980

MANUAL, TRADES, FOREMEN, SUPERVISORS - MAINTENANCE

Level	Salary Range	Occupation	M	F
1	10,544-15,574	Bath Attdt. Light Duty, Lavatory Attdt.		5
2	15,702-16,934	Audio Visual Operator (1) Doorman (2) Information Counter Attdt. (3) Public Weightmaster (1) Receiving Clk. (2) Sound Equipment Operator (1) Watchman (2) Maintenance Worker Lighting (1) Caretaker (17) Handyman (2) Labourer (11) Cleaners (7 F - 72 M) Lavatory Cus. (8) Lavatory Attdt. (4 F) Constables (12) Floor Finisher (12) Garage Attdt. (3)	151	11
3	17,330-19,210	City Hall Maintenance (1) Gen. Main. (4) *Truck Drivers (2) Bath & Swim. Pool Attdt. (3) Foreman - Floor Finishers (1) Foreman - Richmond (1) Mec. Equip. Main. Worker (6) 4th Cl. Engrs. (16) 3rd Cl. Engrs. (2) Com. Room Attdts. (2) Storekeeper (1)	39	
4	19,314-20,493	Main. Tech. (5) Building Supervisor (1) Foreman (1) Supervisor - Harrison Baths (1) Foreman - Mechanical (1)	10	
5	21,799-22,676	Foreman - St. Lawrence Centre (1) Gen. Main. Foreman (4) Asst. Mgr. - St. Lawrence Complex (1) Heating & Air Conditioning Mechanic (1) *Prop. Inspector - Estimator (1)	8	
6	24,409-26,998	Estimator - Prop. (4) Building Supt. (2)	6	

7	25,265-27,875	Chief Prop. Inspector - Estimator (1)	1	
8	26,142-28,731	Project Coordinator (1) Mechanical Main. Supt. (1) Supt. of Heating & Air Conditioning (1)	3	
9	30,310-31,899	City Main. Supervisor (1) Asst. Supt. Maintenance Opns. (1) Supervisor - Central Shop & Const. (1)	3	
10	33,471-35,042	Scheduling & Proj. Control Supv. (1) Maintenance Operations Supt. (1) Prop. Operations Supt. (1)	3	
		TOTAL	224	16
			93%	7%

* Over Establishment.

1980

CLERICAL & ADMINISTRATIVE

Level	Salary Range	Occupation	M	F
1	12,259-14,854	Mail Clk. Receptionist-Typist		2
2	13,118-15,730	Receptionist Clk. (2), Steno.		3
3	13,995-16,589	Prop. Records Clk. (2 M) Sec. Sten.	2	2
4	14,854-17,766	Budgets & Accts. Clk. - typist Personnel & Payroll Reservations Clk. Services Clk. Steno		6
5	15,730-18,325	Personnel & Payroll Clk. (1 M) Personnel Payroll & Weed Control	1	1
6	16,589-19,202	Cost Clk. (2 M) Personnel Clk.	2	1
7	17,466-20,060	Cashier (1 M) Data Entry Coor. Senior Personnel & Payroll	1	2
8	18,325-20,937	Supervisor, Prop. Records	1	
9	18,599-21,230	Sec. to Commissioner		1
10	19,202-21,796	Payroll Clk. Senior Cost Clk. Prop. Rentals & Mgr. (2)	4	
11	20,060-22,673	Accounting Control Clk. Communication Facilities Planner Office Facilities Planner	3	
12	21,769-24,409	Property Manager	1	
13	25,523-31,899	Supv. of Budgets & Accts. Manager, St. Lawrence Complex	2	
14	26,729-33,471	Supv. Prop. Control Section Supervisor, Heating & Air Con.	2	
15	34,019-42,514	Director of Admin. Director of Services	2	
		TOTAL	21	18
			54%	46%

1980

DRAUGHTING, ARCHITECTURAL, REAL ESTATE & TECHNICAL MANAGEMENT

Level	Salary Range	Occupation	M	F
1	14,854-17,466	Real Estate Clerk		1
2	16,589-19,202	Real Estate Technician	1	
3	20,060-22,673	Senior Real Estate Technician Architectural Draughtsman	3	
4	22,673-25,267	Architectural Design Draughtsman	1	
5	23,532-26,144	Real Estate Appraiser	4	
6	26,144-28,739	Senior Real Estate Appraiser (2) Supervisor Real Estate Admin. (1) Clerks of Works (1)	4	
7	25,523-31,899	Chief Draughtsman, Estimator	1	
8	28,008-35,042	Structural Designer II	1	
9	29,287-36,613	Supervisor - Appraisals & Neg.	1	
10	30,493-38,203	Asst. Director - Architecture Structural Designer 1	2	
11	32,100-40,157	Director of Maintenance	1	
12	34,019-42,514	Director of Real Estate	1	
13	35,864-44,871	Director of Architecture	1	
14	45,602-57,002	Commissioner of City Property	1	
		TOTAL	22	1
			96%	4%

1980

MANUAL, TRADES, FOREMEN, SUPERVISORS - MAINTENANCE

Level	Salary Range	Occupation	M	F
1	14,783-16,391	Bath Attdt. Light Duty, Lavatory Attdt.		3
2	17,706-19,043	Elevator Starter (1) Stockroom Attdt. (1) Doorman (2) Information Counter Attdt. (3) Public Weightmaster (1) Receiving Clk. (2) Sound Equipment Operator (1) Watchman (2) Maintenance Worker Lighting (1) Caretaker (16) Handyman (2) Labourer (11) Cleaners (6 F - 55 M) Lavatory Cus. (6) General Cleaners (4) Constables (8 M - 1 F) Floor Finisher (11) Garage Attdt. (3) City Hall Storekeeper (1 M)	131	6
3	19,648-21,277	City Hall Maintenance (1) Gen. Main. (3) *Truck Drivers (2) Bath & Swim. Pool Attdt. (3) Building Custodian, St. Lawrence Centre (2) Foreman, Scadding Ct. (1) Mec. Equip. Main. Worker (6) 4th Cl. Engrs. (16) 3rd Cl. Engrs. (2) Com. Room Attdts. (2) Building Custodian (8)	46	
4	22,175-23,553	Main. Tech. (5) Building Supervisor (1) City Hall Foreman (5) Supervisor - Harrison Baths (1) Foreman - Mechanical (1) Foreman, St. Lawrence Mkt. (1)	14	
5	24,534-25,523	Gen. Main. Foreman (3) Asst. Mgr. - St. Lawrence Complex (1) Heating & Air Conditioning Mechanic (1) *Prop. Inspector - Estimator (1)	6	
6	22,550-30,382	Estimator - Prop. (4) Building Supt. (2)	6	

7	24,868-32,322	Supt. of Heating and Air Conditioning (1) Mechanical Maintenance Supt. (1) Chief Prop. Inspector - Estimator (1) City Hall Maintenance Supervisor (1) Project Coordinator (1)	5	
8	27,569-34,439	Asst. Supt. Maintenance Opns. (1) Supervisor - Central Shop & Const. (1)	2	
9	28,903-37,837	Scheduling & Proj. Control Supv. (1) Maintenance Operations Supt. (1) Prop. Operations Supt. (1) Supervisor - Heating & Air Con. (1)	4	
		TOTAL	214	9
			96%	4%

* Over Establishment.

1981

CLERICAL & ADMINISTRATIVE

Level	Salary Range	Occupation	M	F
1	13,794-16,717	Mail Clk. Receptionist-Typist	1	1
2	14,762-17,704	Receptionist Clk (2)		2
3	15,749-18,672	Prop. Records Clk. (2 M) Sec. (1 F) Sten. (2 F)	2	3
4	16,717-19,659	Accounts Payable Clk. Budgets & Accts. Clk. - typist Personnel & Payroll Reservations Clk. Services Clk. Steno		7
5	17,704-20,627	Personnel & Payroll Clk. (1 M) Personnel Payroll & Weed Control	2	
6	18,672-21,613	Cost Clk. (2 M) Personnel Clk.	2	1
7	19,659-22,582	Cashier (1 M) Data Entry Coor. Senior Personnel & Payroll	1	2
8	20,627-23,568	Supervisor, Prop. Records	1	
9	21,613-24,537	Payroll Clk. Senior Cost Clk. Prop. Rentals & Mgr. (2)	4	
10	22,582-25,523	Accounting Control Clk.		1
11	23,495-29,342	Administrative Coordinator		1
12	27,569-34,439	Supv. of Budgets & Accts. Manager, St. Lawrence Complex	2	
13	28,903-36,138	Supv. Prop. Control Section	1	
14	36,704-45,913	Director of Admin. Director of Services	2	
		TOTAL	18	18
			50%	50%

1981

DRAUGHTING, ARCHITECTURAL, REAL ESTATE & TECHNICAL MANAGEMENT

Level	Salary Range	Occupation	M	F
1	16,717-20,627	Real Estate Clerk Asst. Office Planner		2
2	18,672-21,613	Real Estate Technician		1
3	22,582-25,523	Office Facilities Planner Communication Facilities Planner Senior Real Estate Technician Architectural Draughtsman	5	
4	25,523-28,446	Architectural Design Draughtsman	1	
5	24,829-31,041	Supervisor - Real Estate Admin. Real Estate Appraiser	5	
6	29,399-32,356	Senior Real Estate Appraiser (2) Clerks of Works (1)	3	
7	27,569-34,439	Chief Draughtsman, Estimator, Manager of Office Facilities	1	1
8	30,237-37,837	Structural Designer II	1	
9	31,644-37,563	Supervisor - Appraisals & Neg.	1	
10	32,977-41,235	Asst. Director - Architecture Structural Designer 1	2	
11	34,622-43,373	Director of Maintenance	1	
12	36,704-45,913	Director of Real Estate	1	
13	38,732-48,452	Director of Architecture	1	
14	49,256-61,570	Commissioner of City Property	1	
		TOTAL	23	4
			85%	15%

Department: City Property

5. Planned Result:

A 10% increase in the number of women in the Manual Trades, Foremen, Supervisor Maintenance positions.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: $2280

7. Activity	8. Responsibility	9. Measurement Criteria
. Analyze and review job descriptions and recruitment procedures for each job category to identify and eliminate discriminatory barriers.	. Directors of Services and Maintenance Departmental E.O.P. representatives and Personnel Services Division - Management Services Department.	. By January 2, 1981. (completed)
. Create file of applicants indicating number of applicants for each job opening and percentage of total applicants and total hours by category.	. Personnel Services.	. On-going.
. Select and train persons involved in the employment process to use standards and to support equal opportunity action. Includes everyone who recruits, interviews, selects, hires, places, promotes, trains or takes disciplinary or other personnel action.	. Directors of Services and Maintenance Departmental E.O.P. representatives and Personnel Services Division - Management Services Department.	. On-going.
. Manual Trades, Foremen, Supervisors, Maintenance interviews position monitored to ensure that qualified women are considered at all stages of the selection process.	. Equal Opportunity Program Administrator.	. Percentage increase in number of women interviewed.

(Continued) City Property

6. Planned Result:
a 10% increase in the number of women in the Manual Trades, Foremen, Supervisor Maintenance positions.

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• All qualified women for Manual Trades, Foremen Supervisor Maintenance positions will be interviewed.	• Department Head/Personnel Services Division.	• Percentage increase in number of women interviewed and hired.
• Unsuccessful women applicants to receive post interview counselling.	• Head of Review Board and Career Counsellor.	• Feedback from women candidates success of applicants in future applications.

Department: City Property

5. Planned Result:

The establishment of a career enrichment program in the Department .

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: $1140

7. Activity	8. Responsibility	9. Measurement Criteria
• Identify positions that lend themselves to job enrichment.	• Director of Administration and Budgets/Director of Services.	• By June 30, 1982.
• Discuss enrichment plans with interested employees in identified positions and get their input for the program.	• Director of Administration and Budgets/Director of Services - staff in identified positions.	• By August 31, 1982.
• Review job descriptions to ensure that new duties are included.	• Directors-Administration & Budgets-Services.	• By September 30, 1982.
• Implement job enrichment program.	• Directors-Administration & Budgets-Services.	• By October 30, 1982.

Department: City Property

5. Planned Result:

Managers/Supervisors trained to conduct career counselling sessions to employees.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: $1140

7. Activity	8. Responsibility	9. Measurement Criteria
• Provide input to the development of a career counselling course.	• Directors/Administration & Budgets, Services, Maintenance, Real Estate, Architecture/Department E.O.P. representative/Personnel Services Division/Management Services Department.	• On-going .
• Require all managers and supervisors in the Department to attend the career counselling course over the next three years.	• Department Head .	• Feedback for courses. Feedback from staff involved in career counselling sessions.
• Make the career counselling course part of each new manager's/supervisor's training when they join the staff of the Department.	• Department Head .	• On-going .

CITY PROPERTY

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION

December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ARCHITECTURE	0	9	0.0	0.0	0.2	14.0	Degree in Architecture
ADMINISTRATIVE SPECIALIZATIONS	0	9	0.0	0.0	38.0	**	Graduate of a recognized post secondary institution or approved equivalent
DEPT HEAD	0	1	0.0	0.0	42.0	**	University Degree or equivalent in experience and training
MISCELLANEOUS	1	9	10.0	0.0	**	**	
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	1	28	3.4	0.0	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING	0	5	0.0	0.0	**	51.1	Secondary School, Grade 13 or equivalent
INFORMATION & MESSAGE DISTRIBUTION	3	5	37.5	50.0	83.0	51.1	Secondary School, Grade 13 or equivalent
STENOGRAPHY, TYPING & FILING	9	5	64.2	76.4	90.0	51.1	Secondary School, Grade 13 or equivalent
COMPUTING & ACCOUNT RECORDING	2	5	28.5	14.2	69.0	52.7	Secondary School plus courses in Accounting, Data Processing, etc.
MISCELLANEOUS	3	0	100.0	50.0	**	**	
TOTAL CLERICAL	17	20	45.9	48.7	**	**	
SERVICES							
PROTECTIVE SERVICE	1	14	6.6	0.0	**	**	Public School
BUILDING & RELATED SERVICE	9	129	6.5	7.7	26.0	**	Public School
MISCELLANEOUS	1	0	100.0	100.0	**	**	
TOTAL SERVICES	11	143	7.1	7.5	**	**	

CITY PROPERTY

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
STRUCTURAL WORK & TRADESMEN							
MISCELLANEOUS CONSTRUCTION	0	20	0.0	0.0	**	1.9	Licensed in a specialized field
TOTAL STRUCTURAL WORK & TRADESMEN	0	20	0.0	0.0	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	5	3	62.5	--	--	--	
TOTAL UNEVALUATED POSITIONS	5	3	62.5	--	--	--	
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	2	0.0	0.0	7.0	**	Public School and Driver's License
PACKAGING & MATERIALS HANDLING	0	2	0.0	0.0	24.5	**	Public School
DISTRIBUTION OF UTILITIES	0	33	0.0	0.0	**	**	Certificate in Stationary Engineering
INSPECT., INVG., EST., & PLAN PMT EXAMINING	0	10	0.0	0.0	**	**	Grade 12, post secondary courses in Architecture or Building
PENDING	0	0	--	100.0	**	**	
TOTAL MISCELLANEOUS	0	47	0.0	2.0	**	**	
TOTAL CITY PROPERTY	34	261	11.5	11.1	**	**	

TABLE 2 **DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981**

CITY PROPERTY

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	53	11	18.0	3.7	19,609	18,146	92.5
5 - 10	46	7	15.6	2.4	20,619	20,073	97.4
10 - 15	33	5	11.2	1.7	23,210	19,670	84.7
15 - 20	41	4	13.9	1.4	21,870	24,331	111.3
OVER 20	88	7	29.8	2.4	24,035	18,214	75.8
TOTAL:	261	34	88.0	11.0	22,090	19,508	88.3

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: C.E. Taylor

APPROVED BY: C.E. Taylor

COMMITTEE OF ADJUSTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The appointment of a minimum of one woman to the Committee of Adjustment.

	TIME	MONIES
RESOURCES ALLOCATED	3 days	$350
RESOURCES UTILIZED	3 days	$350

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

During the year 1981 no vacancies occurred in the membership of the Committee of Adjustment and as a consequence, no new appointments were made.

COMMITTEE OF ADJUSTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a minimum of one job rotation within the Department or with another Department.

	TIME	MONIES
RESOURCES ALLOCATED	3 days	$350
RESOURCES UTILIZED	3 days	$350

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Due to the Job Audit Program and limited staff, job rotation opportunities are minimal. There is only one instance in this office where two employees are at matching salary levels and could be rotated.

Increased volume in applications has allowed 3 employees to perform work in a higher category and although strictly not job rotation, this does provide exposure and experience in work of a more complex and responsible nature.

COMMITTEE OF ADJUSTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The office of the Committee of Adjustment has 12 employees, 7 female (58.3%) and 5 male (41.6%). In the Professional, Technical and Managerial occupations there are no women at the present time.

In the Clerical occupations, 70% of the employees are women and 30% are men.

SITUATION

The work carried out by the staff of the Committee of Adjustment is primarily of a technical and clerical nature. There is not a lot of mobility in so far as the Office of the Committee of Adjustment is concerned. The turnover has been large by way of people advancing themselves beyond this Office, and there has been a reasonable flow in this direction. As suggested in the 1979 Annual Review, I would like to propose a joint program with other small Departments coordinated by the Equal Opportunity Administrator.

GENERAL DESCRIPTION

Information from the Equal Opportrunity Program and minutes from the Department Representatives' meetings are circulated among the staff of the Committee of Adjustment and policy and recommendations are discussed by the Head of the Department as required.

2. DEPARTMENT: OBJECTIVE(S)

1. The establishment of a minimum of one Job Rotation Program in the Department or with other Departments.
2. To encourage Council to identify and recommend female and identified minorities representation on the Committee of Adjustment.

3. RESOURCE ALLOCATIONS

	1981	1982
Staff Time	6 days	6 days
Dollars	$700	$770

Department: Committee of Adjustment

5. Planned Result:

The establishment of a minimum of one job rotation within the Department or with another Department.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 3 days

Monies: $385

7. Activity	8. Responsibility	9. Measurement Criteria
. investigate possibilities for job rotation within the Department and with other Departments.	. Administrator	. by June 30, 1982.
. discuss job rotation plans with interested employees in identified positions and get their input for the program.	. Directors/Supervisors/Employees in identified positions.	. by August 31, 1982
. review job descriptions to ensure that any new duties are included, if required.	. Directors/Supervisors/Personnel Services Division.	. by August 31, 1982
. implement job rotation program.	. Administrator/Directors/Supervisors.	. by September 30, 1982.

Department: Committee of Adjustment

5. Planned Result:

To encourage the appointment of women, minorities and disabled persons to the Committee of Adjustment.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 3 days

Monies: $385

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• identify qualified female and minority candidates for the Committee of Adjustment.	• Administrator/Equal Opportunity Program Administrator.	• number of female and minority candidates identified.
• appoint qualified male and minority candidates to Committee of Adjustment.	. Council	• number of female and identified minorities appointed.

COMMITTEE OF ADJUSTMENT

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ADMINISTRATIVE SPECIALIZATIONS	0	2	0.0	0.0	38.0	51.1	Secondary School, Grade 13
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	0	2	0.0	0.0	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	0	0	--	100.0	83.0	51.1	Secondary School, Grade 13
STENOGRAPHY, TYPING & FILING	2	0	100.0	71.4	90.0	51.1	Secondary School, Grade 13
MISCELLANEOUS	0	0	--	0.0	**	**	
TOTAL CLERICAL	2	0	100.0	66.6	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	3	3	50.0	--	--	--	
TOTAL UNEVALUATED POSITIONS	3	3	50.0	--	--	--	
TOTAL COMMITTEE OF ADJUSTMENT	5	5	50.0	60.0	**	**	

TABLE 2 DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

COMMITTEE OF ADJUSTMENT

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	1	3	10.0	30.0	*	*	114.4
5 - 10	2	1	20.0	10.0	*	*	95.8
10 - 15	0	1	0.0	10.0	*	*	0.0
15 - 20	0	0	0.0	0.0	0	0	0.0
OVER 20	2	0	20.0	0.0	39,326	0	0.0
TOTAL:	5	5	50.0	50.0	28,304	19,063	67.4

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

CHAPTER 13 FINANCE DEPARTMENT

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: W.J. Rice

APPROVED BY: G.H. Clarke

FINANCE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in awareness and support for the Equal Opportunity Program

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED		
Accounting senior staff	45 hours x $18	$810
Treasury	46 hours x $18	$825

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. **ACTIVITY**

- Division and Department meetings on Equal Opportunity Program.
- Request input from employees on problems to address.

2. **RESPONSIBILITY**

- Directors, Supervisors, Equal Opportunity Representative, Staff.

3. **MEASUREMENT CRITERIA**

- Number of sessions held.
- Feedback from staff.
- Problems identified and acted upon.

3. **RESULTS**

Administration

There were only 2 permanent females including one minority female on the job for the whole of 1981. A private interview was conducted with both and a copy of Commissioner Wilford's policy statement on Equal Opportunity was given to each.

Accounting

The Accounting Division held a series of four management/staff meetings to discuss staff concerns regarding the promotion policy and training/job rotation program. The need for professional accounting qualifications was discussed. The staff members possessing such qualifications were mainly younger, less senior, and female or a member of a minority group. The older, long-term employees lacking the educational qualifications feel that their own promotional opportunities have been blocked. This issue is being studies as an on-going problem.

Treasury

Copies of the Equal Opportunity Program for 1981 was circulated to all 160 staff members of the Treasury Division and a series of brief meetings were held with all staff members. Written replies or comments on the program were sent to the Director. Some were favourable and some were critical, expressing apprehension about a "reverse discrimination" against people who were not females or minority staff. Our net assessment is that most people accepted the program as a worthwhile effort to provide equal opportunity to all. Distribution of the written program provided the maximum in awareness and clearly indicated to all that management was fully supportive of this effort.

FINANCE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a career Planning and Pathing Program for employees.

	TIME	MONIES
RESOURCES ALLOCATED	21 days	$2,135
RESOURCES UTILIZED		
Accounting	8 days	$ 723 (approx)
Treasury	12 days	$1,085 (approx)

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITY

- Identify all positions that will become available within the next five years through retirements.
- Identify positions that might become available based on past turnover rates.
- Forward information to Equal Opportunity Administrator for inclusion in the City's Succession Planning Report.
- Provide training for directors/supervisors on career counselling.
- Train directors/supervisors to conduct career planning discussions with employees.
- Provide counselling and post-interview follow-up for unsuccessful candidates in all Department competitions.

2. RESPONSIBILITY

- Directors/Supervisors

3. MEASUREMENT CRITERIA

The extent to which the Department can recognize that definite, purposive effort is being made by staff to advance to fill approaching career opportunities.

4. RESULTS

General

Plans to list and circulate jobs coming vacant through turnover or retirement were not carried out because of other work. An effort to make known possible "retirement" jobs will be made in 1982.

Administration

Plans were formulated for our one Clerk-Typist minority female to train her as a Personnel Clerk so she could serve as backup to the regular Personnel Clerk and so she could learn a higher skill and seek promotion in this area.

Accounting

Career counselling within the Accounting Division was of an informal nature. Many staff members have been individually encouraged to enroll in accounting courses. Supervisors have attended seminars on interviewing techniques, but not on career counselling.

All staff of the Division were present at one of a series of four meetings at which the Division's promotion policy was explained, including the levels of accounting education required in order to qualify for each level of job. Employees were able to question this policy and to clarify exactly what is expected of them.

Treasury

Career counselling interviews were held throughout the Division by Supervisors. The Director alone spent 14 hours in career counselling. Several managers were sent on courses on personnel management which included career counselling so it is felt staff is better able to perform this vital function.

FINANCE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The implementation of a Department Training Utilization Study.

	TIME	MONIES
RESOURCES ALLOCATED	12 days	$1,540
RESOURCES UTILIZED		
Treasury	1 day	$ 128

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITY

- Monitor the time of staff in training programs.
- Maintenance of a staff card information system.
- More detailed planning and accounting for the Department educational assistance budget.
- Increase the amount of funds for educational assistance for women employees.

2. RESPONSIBILITY

- Directors, Supervisors and staff.

3. MEASUREMENT CRITERIA

- Increase the training programs by women and minorities.
- Better information on employees with potential.
- Inventory of qualified staff to call on in case of secondment/rotation/replacement or maternity leave/vacations, etc.

3. RESULTS

Accounting

All staff members were requested to complete a form showing the courses enrolled in or completed in either the CGA or RIA program, so that a complete file exists from which employees with appropriate educational achievement potential can be identified.

Enrollment in accounting programs is voluntary, although it is desirable and facilitates more rapid advancement within the Accounting Division. The incentive for enrolling in training programs must, therefore, come from the individual. Reimbursement of tuition is readily available to anyone who wishes to take courses.

Treasury

A plan was developed to create a computer file of all staff including women and minority employees. On this record would be recorded the courses and budgeted funds planned for that individual as well as their subsequent applications and course completions. This was entered on the computer late in 1981 for utilization in 1982.

FINANCE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of enrichment programs for women employees.

	TIME	MONIES
RESOURCES ALLOCATED	551 days	$40,390

RESOURCES UTILIZED

Undetermined (statistics on time spent on these projects were not kept).

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITY

- Identify positions that lend themselves to job enriching.
- Discuss enrichment project (e.g. development of Water System Brochure, Department and Development Safety Committees, documentation of procedure) with interested employees and get their input.
- Review job descriptions to ensure that new duties are included, if required.
- Implement projects.
- Establish a Job Rotation Program.

2. RESPONSIBILITY

- Directors/Supervisors.

3. MEASUREMENT CRITERIA

The extent to which we perceive a feeling of greater job satisfaction.

4. RESULTS

Administration

Plans were formulated for our one Clerk-Typist minority female to train her as a Personnel Clerk so she could serve as backup to the regular Personnel Clerk and so she could learn a higher skill and seek promotion in this area.

Accounting

We are actively engaged in a program of job enrichment and job rotation to widen the professional horizons of the employees and in this way better prepare them for future or alternate career paths. A Job Rotation Program has been in effect informally for a number of years. This program can be expected to become more formalized with the introduction of a bilateral committee which staff members may approach with requests to be rotated. The documentation of procedures for the majority of jobs within the Division has been completed and should enable the program to work more smoothly. All staff members are encouraged to become familiar with the use of the computer terminals. The great majority of clerical staff, including temporary employees, have received instruction in Tel-Extracto programming. The Interactive Instruction System courses are available to all staff, with preference given on the basis of seniority. Employees may take as many courses as they wish, proceeding at their own pace, on their own time. Again, it is the younger employees who have been the most interested.

In general, the management of the Division has a continuing program in place to enrich and expand the work activity of each employee to the extent that the employees can absorb this.

Treasury

The major intentions regarding job enrichment were to rotate staff to provide renewed job interest and better insight into operations so as to involve staff in administrative projects not directly related to their regular positions. This was done in 1980, but the need for greater stability and development of job proficiency in various areas forced management to curtail these efforts in 1981. Nevertheless, special projects such as an emergency mail delivery project in August and several meetings of the Divisional Health and Safety Committee have occurred.

FINANCE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To encourage more women and/or minority employees to apply for APS positions.

	TIME	MONIES
RESOURCES ALLOCATED	1 day	$105

RESOURCES UTILIZED

Undetermined (statistics on time spent on these projects were not kept).

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITY

- Review job descriptions to ensure specific requirements and qualifications are emphasized and credentialism is avoided.
- All qualified women and minority applicants for APS positions will be interviewed.
- A minority group employee will be included on all Review Boards and Department interviews for all APS positions for which women and/or minority group applicants are interviewed.
- Advertise all positions that cannot be filled internally in the various ethnic newspapers.

2. RESPONSIBILITY

- Directors, Supervisors, and Personnel Services Division.

3. MEASUREMENT CRITERIA

- Increase in applications from women and minority groups.
- Percentage increase in number of women and minorities interviewed and hired.
- Ongoing.
- Increase in number of females and minority people who were promoted or hired on the basis of merit in the Finance Department.

4. RESULTS

Our record of minority and female breakthroughs in 1981 appears to us as our most outstanding achievements. After all is said and done, this is what counts:

1. A female was hired into a traditionally male position of Investment Analyst.
2. A female was promoted into a traditionally male position of Recording Clerk.
3. A female was promoted into a traditionally male position, Computer Systems Analyst.
4. A minority male was promoted to a traditionally white male supervisory position as Payroll Benefits Supervisor.
5. A minority male was promoted to replace a white male as Disbursement Section Supervisor.
6. A minority female was promoted to replace a male as a Payroll Clerk.
7. A minority male was promoted to replace a white female as Accounts Payable Processing Clerk.
8. A female was promoted to replace a white male as Revenue Mailing List Clerk.
9. A female was promoted to replace a white male as Tax Enforcement Branch Supervisor.
10. A female was promoted to replace a white male as Tax Enforcement Branch Supervisor.
11. A female was transferred to replace a male as Accounts Payable Processing Clerk.

12. A minority male was promoted a second time in 1981 as Accounts Payable Supervisor.

13. A female was promoted to replace a white male as a Tax Arrears Collector.

Accounting

All promotional opportunities within the Accounting Division, including those at the clerical level, adhere to educational and/or experience requirements of a professional nature, proportional to a level of the job.

All staff members are aware of this and are encouraged to take courses in a professional accounting program. Educational achievement is entirely voluntary and, therefore, equally available to all employees.

The stated policy of the Accounting Division is to provide training opportunities for staff in order to promote from within. There are a number of people on staff with degrees in Business Administration or Commerce, or near to completion of a professional accounting designation, most of whom are members of minority groups. There have been two promotions into APS positions of minority males during 1981.

All employees are actively encouraged to take advantage of the generous financial support the City provides to pay for courses that will advance the job knowledge of the employees in the Division.

Treasury

The actual target in the Division was to promote 14 minority or female staff but only one hour has been spent interviewing minorities for APS positions. Only 2 such vacancies occurred and only one such candidate qualified to be interviewed. Both jobs did attract minority applicants.

FINANCE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

In 1980, the Department consisted of 230 people of which 99 are women and 131 are men. Detailed statistics on wages by sex were not available at time of writing. There are more men than women in the higher-paid jobs, especially long-service men. The Occupational Distribution of Permanent Employees by Category/Division Table would be relevant.

2. DEPARTMENT: OBJECTIVE(S)

Our program will consist of the following undertakings:

1. Promote awareness and support for the program.
2. Provide staff with Career Planning and Pathing information.
3. Promote training among all staff.
4. Promote job enrichment by job rotation or cross-training.
5. Encourage all staff to seek advancement.

3. RESOURCE ALLOCATIONS

	1981	1982
Staff Time	—	500 hours
Dollars	—	$6,000

In the absence of a time clock system, we can only estimate 100 hours for each of the five objectives, at an average figure of $12 per hour for 1982. No accurate time records were kept in 1981.

4. REPORTING

The report on 1982 activities will be produced two months after it is requested in final detail with all those statistics deemed by Management Services to be a part of this report.

Department: Finance

5. Planned Result:

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Encouragement to Advance

Advancement of more females and minority staff.

Time: 100 hours

Monies: $12/hr. x 100 = $1200

7. Activity	8. Responsibility	9. Measurement Criteria
• A letter from the Deputy Treasurer will be sent to all staff in the course of the year 1982 giving personal encouragement to seek advancement. This letter will suggest or invite consultation with the appropriate Supervisor, Director, Equal Opportunity Liaison Officer. Our Equal Opportunity Representatives are welcome to call meetings at the Section level on this topic. The timing and duration of such meetings would have to take into consideration the work load of the particular area at the time and have the approval of the appropriate supervisor.	• Director of Administration Deputy Treasurer.	• The number of advancements on the part of females, minority staff and other staff.

Department: Finance

5. Planned Result:

Job Enrichment

To promote staff rotation among women, minority staff and other staff to provide job enrichment.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 100 hours

Monies: $12/hr. x 100 = $1200

7. Activity	8. Responsibility	9. Measurement Criteria
• The primary opportunity for job enrichment is staff rotation. Every effort will be made to promote job rotation and cross-training with the proviso that operational stability must be our first consideration. Our Equal Opportunity Representatives are welcome to call meetings at the Section level on this topic. The timing and duration of such meetings would have to take into consideration the work load of the particular area at the time and have the approval of the appropriate supervisor.	• Departmental staff.	• The number of women and minority people who achieve advancement.

Department: Finance

5. Planned Result:

Staff Training

To encourage women, minorities and other members of the staff to train for advancement.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 100 hours

Monies: $12/hr. x 100 = $1200

7. Activity	8. Responsibility	9. Measurement Criteria
• The letter referred to under awareness and support going to women, minority staff and other members of the staff will also include the paragraph encouraging such staff to discuss with their supervisors the appropriate training program that should be taken in order to advance their respective careers. Our Equal Opportunity Representatives are welcome to call meetings at the Section level on this topic. The timing and duration of such meetings would have to take into consideration the work load of the particular area at the time and have the approval of the appropriate supervisor.	• Supervisors, Departmental staff .	• Number of discussion held.

Department: Finance

5. Planned Result:
Career Planning and Pathing

To inform and encourage staff to plan for advancement to positions.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 100 hours

Monies: $12/hr. x 100 = $1200

7. Activity	8. Responsibility	9. Measurement Criteria
. Each Director will be provided with a listing of the positions which will become vacant because of mandatory and potential retirements over the next 4 or 5 years. Staff would be invited to review the potential future openings in the employee's particular field. Our Equal Opportunity Representatives are welcome to call meetings at the Section level on this topic. The timing and duration of such meetings would have to take into consideration the work load of the particular area at the time and the approval of the appropriate supervisor.	. Directors .	. The number of people who advance in their careers.

Department: Finance

5. Planned Result:
Awareness and Support

To promote awareness and support for the Equal Opportunity Program.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 100 hours

Monies: $12/hr x 100 = $1200

7. Activity	8. Responsibility	9. Measurement Criteria
• A letter from the Commissioner of Finance will be sent to all staff. This letter will clearly set out the objectives of the Equal Opportunity Program and will invite consultation with Supervisors, the appropriate Director or the Director of Administration who is the liaison officer for the Equal Opportunity Program. This communication will suggest that complaints be directed to the Director of Administration. • Our Equal Opportunity Representatives are welcome to call meetings at the Section level on this topic. The timing and duration of such meetings would have to take into consideration the work load of the particular area at the time and have the approval of the appropriate supervisor.	• Director of Administration.	• The feeling that our staff is aware and supportive of the program.

FINANCE

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
MATHEMATICS	1	3	25.0	0.0	**	31.8	Secondary School minimum plus enrollment in an Accounting Program, R.I.A., C.G.A., etc.
ADMINISTRATIVE SPECIALIZATIONS	2	16	11.1	0.0	38.0	31.8	B. Comm., R.I.A., C.G.A., etc.
DEPT HEAD	0	1	0.0	0.0	38.0	31.8	B. Comm., R.I.A., C.G.A., etc.
DEPUTY DEPT HEAD	0	1	0.0	0.0	38.0	31.8	B. Comm., R.I.A., C.G.A., etc.
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	3	21	12.5	0.0	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	7	6	53.8	47.3	83.0	51.1	Secondary School, Grade 13
STENOGRAPHY, TYPING & FILING	22	2	91.6	91.6	90.0	51.1	Secondary School, Grade 13 including typing skills
COMPUTING & ACCOUNT RECORDING	59	52	53.1	45.3	69.0	31.8	3rd, 4th, 5th year R.I.A./C.G.A., etc., depending on level of clerk
MISCELLANEOUS	0	2	0.0	0.0	**	51.1	Secondary School, Grade 13
TOTAL CLERICAL	88	62	58.6	51.4	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	11	14	44.0	--	--	--	
TOTAL UNEVALUATED POSITIONS	11	14	44.0	--	--	--	

FINANCE

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
MISCELLANEOUS							
INSPECT., INVG., EST., & PLAN PMT EXAMINING	0	27	0.0	0.0	**	51.1	Secondary School, Grade 13
TOTAL MISCELLANEOUS	0	27	0.0	0.0	**	**	
TOTAL FINANCE	102	124	45.1	39.6	**	**	

TABLE 2 **DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981**

FINANCE

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	29	39	12.8	17.3	21,648	18,702	86.4
5 - 10	20	36	8.8	15.9	24,629	20,099	81.6
10 - 15	16	11	7.1	4.9	24,724	20,187	81.6
15 - 20	16	8	7.1	3.5	26,778	19,656	73.4
OVER 20	43	8	19.0	3.5	25,383	23,298	91.8
TOTAL:	124	102	55.0	45.0	24,483	19,791	80.8

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: F.W. Eade

APPROVED BY: B.A. Bonser

FIRE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a minimum of one job rotation program in the Department or with other interested Departments.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

This Department has just experienced the maintenance cycle of the Job Audit Program and the employees were understandably not interested in job rotation at this time.

It would also appear that the varied ratings resulting from the Job Audit Program are not conducive to job rotation. The limited number of positions that do lend themselves to job rotation is a further contributing factor.

FIRE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Supervisors/Managers trained to conduct career counselling sessions with employees.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The Career Counselling training referred to above was not offered or conducted in 1981.

FIRE DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The Fire Department operates under the direction of the Fire Chief and consists of the following Divisions: Administration, Fire Prevention, Training, Operations, and Medical.

The primary functions of the Department are to extinguish fires and to conduct a fire prevention program. In support of these functions, the Department operates and maintains the communication system, maintains and repairs all fire apparatus and equipment, carries out home and building inspections, and Fire Department personnel training programs.

Statistical Analysis

		Minus Local 113 Affiliation
Total Employees	1,280	15
Women	7 (00.55%)	6 (40%)
Men	1,273 (99.45%)	9 (60%)

If employees with Local 113 affiliation are excluded, there are 6 women and 9 men employees.

In the Professional, Technical, and Managerial occupations 100% of the employees are men.

In the Clerical occupations 60% of the employees are women and 40% are men.

If all occupations (Firefighters) are included, the men's average salary is $27,188 and the women's average salary is $19,307.

SITUATION

Three of the women employees work in Divisions where they are the only employees that do not have Local 113 affiliation.

In the Administration Division, where the majority of clerical occupations are, the turnover in other than the lowest-rated positions is minimal. Because of the limited promotional opportunities within the Department, most "junior" employees are promoted to positions in other Departments. However, the Fire Department is providing the training that sets these employees on a career path, and I would suggest that many of the program's objectives are being accomplished.

Employees are encouraged to take advantage of the self-improvement courses offered to increase their promotional opportunities and job mobility.

Departmental representatives have our full support and cooperation, and they are, of course, allowed whatever time is necessary to carry out their duties including providing input to the City's Equal Opportunity Program. Employees are also encouraged to attend and support the activities of the Program.

The Job Audit Program would seem to inhibit job rotation, an area in our original proposal expected to provide increased experience and job enrichment.

2. COMMENTS

Career interviews will continue to be conducted and personal goals be established with interested employees.

Supervisors and managers will be encouraged to attend career counselling courses to gain the skills necessary to assist employees.

Positions that might reasonably become available will be identified and career opportunities discussed with all interested employees.

The Equal Opportunity Program is certainly long-term in nature and with reference to such a small group of employees as in the Fire Department, it is unlikely that tangible results can be expected in the short term.

Department: Fire

5. Planned Result:

The establishment of a minimum of one job rotation program in the Department or with other interested Departments.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: —

Monies: —

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Investigate possibilities of job rotation within the Department and with other Departments.	• Department Head .	• By June 30, 1982.
• Discuss job rotation with interested employees and get their input for the Program.	• Directors/Supervisors/ Employees interested.	• By August 3, 1982.
• Review job descriptions to ensure that new duties are included, if required.	• Directors/Supervisors/ Personnel Services Division.	• By August 31, 1982.
• Implement Job Rotation Program.	• Directors/Supervisors .	• By September 30, 1982
• Make the career counselling course part of each new supervisors/ managers training when they join the Department.	• Department Head .	• On-going

Department: Fire

5. Planned Result:

Supervisors/managers trained to conduct career counselling sessions with employees.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: —

Monies: —

7. Activity	8. Responsibility	9. Measurement Criteria
• Encourage all managers and supervisors in the Department to attend a career counselling course over the next three years.	• Department Head .	• Feed-back from courses. Feed-back from employees involved in career counselling sessions.
• Advise all employees in the Department that career interviews are available to discuss their goals.	• Department Head/Managers and Supervisors.	• Number of employees requesting career interviews. • Feed-back from employees who take advantage of career interviews.

FIRE

TABLE 1 **OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION**
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
MEDICINE & HEALTH	0	1	0.0	0.0	**	**	M.D. or equivalent
ADMINISTRATIVE SPECIALIZATIONS	0	2	0.0	0.0	38.0	21.4	Minimum Standard Grade 13, supplemented by Business Administration & Accounting courses
DEPT HEAD	0	1	0.0	0.0	**	**	Uniformed Firefighting Group
DEPUTY DEPT HEAD	0	1	0.0	0.0	**	**	Uniformed Firefighting Group
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	0	5	0.0	0.0	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	2	2	50.0	75.0	90.0	51.1	Secondary School including Typing skills
STENOGRAPHY, TYPING & FILING	2	0	100.0	100.0	83.0	51.1	Secondary School including Typing skills
COMPUTING & ACCOUNT RECORDING	1	2	33.3	0.0	69.0	52.7	Grade 12 plus Accounting courses
TOTAL CLERICAL	5	4	55.5	62.5	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	1	0	100.0	--	--	--	
TOTAL UNEVALUATED POSITIONS	1	0	100.0	--	--	--	
MISCELLANEOUS							
FIRE FIGHTING	1	1264	0.0	0.0	**	48.0	Uniformed Firefighting Group, minimum standards include Grade 12
TOTAL MISCELLANEOUS	1	1264	0.0	0.0	**	**	

FIRE

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
TOTAL FIRE	7	1273	0.5	0.4	**	**	

TABLE 2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

FIRE

SERVICE YEARS	NUMBER OF EMPLOYEES				AVERAGE SALARY		
	M	F	%M	%F	M	F	%F OF M
0 - 5	237	3	18.5	0.2	23,506	17,936	76.3
5 - 10	105	1	8.2	0.1	*	*	62.6
10 - 15	134	0	10.5	0.0	26,806	0	0.0
15 - 20	219	0	17.1	0.0	26,871	0	0.0
OVER 20	576	3	45.2	0.2	29,120	20,754	71.3
TOTAL:	1,273	7	99.0	0.0	27,247	18,969	69.6

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: D. Gordon

APPROVED BY: G.C. Cook

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in awareness and support for the Equal Opportunity Program.

	TIME	MONIES
RESOURCES ALLOCATED	15 days	$1,004
RESOURCES UTILIZED	15 days	$1,004

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Two Equal Opportunity bulletin boards were established and updated periodically by the Equal Opportunity Representative. The material posted on these boards incuded information on seminars and courses, and various articles and pamphlets concerning Equal Opportunity activities and issues.

Committee minutes, memos, and other items of interest were regularly circulated to all staff members by the Equal Opportunity Representative.

A survey was conducted in April 1981 by the Equal Opportunity Representative, requesting input from all staff regarding the Equal Opportunity Program in general, and the Departmental Action Plan. Various suggestions were received and will be taken into consideration in the implementation of the 1982 Action Plan.

Informal discussions were held between the Equal Opportunity Representative and interested staff members. The Representative acted as a resource person, advising staff of the goals and activities of the Equal Opportunity Committee and of the Departmental Action Plan. Approximately 15 such discussions were held.

The Equal Opportunity Representative is introduced to new staff members and advises them of the Program's existence and encourages them to use the representative as a resource person.

Several study groups have been established by the Commissioner to investigate and make recommendations on various Departmental systems. Women have been appointed to sit on these groups and are participating.

Resources (time/dollars) were allocated by the Commissioner for the Equal Opportunity Representative to undertake initiatives for the Department.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The identification of positions within the Department having fewer men or women employees than would reasonably be expected by their presence in the immediate labour market.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	$100
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Relevant external data was not provided by the Management Services Department in 1981 and thus this activity could not be carried out. This Planned Result will be included in the 1982 Action Plan, and implemented when the necessary information has been provided.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The identification of women and men in positions that do not make adequate use of their skills and training.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	$100
RESOURCES UTILIZED	5 days	$750

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The actual requirements for each position in the Department were to be determined by the Job Evaluation Program. However, this program was not completed in 1981 due in part to the implementation of the Departmental Reorganization Phases I and II.

Career interviews with interested employees were conducted by senior staff to identify candidates for future promotion. Several employees were encouraged to apply for promotions. These discussions were initiated by both management and staff.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a Career Planning and Pathing Program for interested employees identified in the Department's Utilization Study.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	$100
RESOURCES UTILIZED	2 days	$200

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Three positions were identified by the Personnel/Payroll Records Supervisor as becoming available within the next 5 years through staff retirement.

The City's Succession Planning Report was not provided to the Department in 1981, however, it will be distributed to all employees as soon as it is available.

Several career opportunity discussions were held with interested employees by Directors and Supervisors.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Supervisors/managers trained to conduct career counselling sessions for employees.

	TIME	MONIES
RESOURCES ALLOCATED	5 days (Department) 5 days (Personnel Services Division)	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

As of December 31, 1981, a Career Counselling Course had not been established by the Management Services Department. This Planned Result will be included in the 1982 Action Plan and implemented when the course is made available.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

All Department forms and communications free from sexist connotations.

	TIME	MONIES
RESOURCES ALLOCATED	ongoing	--
RESOURCES UTILIZED	ongoing	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Departmental documents were monitored by the Equal Opportunity Representative and staff, with the result that sex-role stereotyped language has been eliminated from these documents.

This activity will be ongoing.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in the number of men in Stenographic, Typing and Filing positions.

	TIME	MONIES
RESOURCES ALLOCATED	1 day	--
RESOURCES UTILIZED	1 day	$100

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Position descriptions were reviewed by the Personnel/Payroll Records Supervisor to ensure that sex-typed job requirements did not exist and corrective action was taken as required.

No men were referred to the Department by the Management Services Department for Stenographic, Typing and Filing positions so there has been no increase in the number of men in these positions. However, all qualified men who are referred in the future will be interviewed.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in the number of women in Professional, Technical, and Managerial positions.

	TIME	MONIES
RESOURCES ALLOCATED	2 days	—
RESOURCES UTILIZED	2 days	$200

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Position descriptions for Professional, Technical and Managerial positions were reviewed by the Personnel/Payroll Records Supervisor to ensure sex-typed job requirements did not exist and corrective action was taken as required.

All qualified women referred to the Department for these positions were interviewed.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in the number of women interviewed for administrative specialization.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	$100
RESOURCES UTILIZED	—	—

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

As of December 31, 1981, a City-wide inventory was not available from the Management Services Department. This Planned Result will be included in the 1982 Action Plan and will be implemented when a City-wide inventory becomes available.

HOUSING DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

Because of the large number of unevaluated positions, 33 (48.5%), as of December 31, 1981, we have prepared a revised Table 1, Occupational Distribution of Permanent Employees, which we believe more accurately describes the City Housing Department. This revised Table has been used in the preparation of this Profile.

The Department has 68 employees, 33 women (48.5%) and 35 men (51.5%).

The positions in the Department have been categorized as Professional, Technical and Managerial (44.1%), Clerical (42.7%) and Miscellaneous (13.2%).

The Professional, Technical and Managerial category is comprised of 4 women (13.3%) and 26 men (86.7%). The salary range for women in this category is from $25,943 to $39,536, while men's salaries range from $29,342 to $50,992 (excluding the Department Head).

Women make up to 79.3% of the Clerical category, 23 out of 29 employees and their salaries range from $15,749 to $24,537 while the salary range for men is from $16,717 to $26,492.

The Miscellaneous category which includes Transportation, Inspection, Property Management, etc., is made up of 6 women (66.7%) out of 9 employees. Salaries in this category range from $19,659 to $30,401 for women and from $18,166 to $27,478 for men.

Department-wide, women's average salary of $21,824 is 65% of men's average salary of $33,575. The largest differential is between employees with 5 to 10 years' service, where women's average salary ($23,869) is 59.6% of men's average salary ($40,056).

In the area of non-traditional occupations, one Project Planner position is held by a woman. The 3 projected retirements over the next 5 years will offer an opportunity for women to apply for positions in non-traditional job areas (Commissioner, Project Coordinator, Caretaker).

Our program to date has concentrated mainly on the dissemination of information to staff, the elimination of sex-role stereotyped language from all documents, job descriptions, etc., and the interviewing of all qualified applicants for Departmental positions.

During 1981, it was necessary for the resources of the Department to be focussed on efforts to improve all aspects of the City Housing Department and Cityhome operations. Phases I and II of the Reorganization were approved and put in place. While much work remains to be done in the implementation of this reorganization, it is hoped that it will be possible to put much more time and effort into the Equal Opportunity Program in 1982 and thereafter.

SITUATION

Women appear to be underrepresented in the Professional, Technical and Managerial category of employees. To date, relatively few women from either outside or inside the Department have applied for many of the positions in this category, e.g., Project Planners and Project Coordinators. At the same time, men are underrepresented in the Clerical category. The major factor here appears to be the lack of applicants. For example, no men applied for Stenographic, Typing or Filing positions during 1981.

GENERAL DESCRIPTION

The Housing Department's Equal Opportunity Representative has established and maintains two information bulletin boards. Items of interest concerning the Program are regularly circulated to all staff. The Representative holds discussions with interested persons on an informal basis to promote the Program. The Program's monthly Committee meetings as well as special events are attended by the Representative, who also serves as a resource person in the Department, as well as providing input into the City's Equal Opportunity Program.

2. DEPARTMENT: OBJECTIVE(S)

To achieve, over the next 5 years, a more equitable representation and fuller utilization of women and men, the disabled, and visible minorities at all levels and in all categories of the Department.

3. RESOURCE ALLOCATIONS

	1981	1982
Staff Time	66 days	79 regular days + 10 overtime days
Dollars	$1,200	$9,825 (indirect) $2,312 (direct)

TABLE 1 - OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION - December 31, 1981

Occupational Categories	Number Women	Number Men	% Women of Total 1981	% Women of Total 1979
Professional, Technical and Managerial				
Administrative Specializations	1	5	16.7	33.3
Managers & Officials	1	9	10.0	0.0
Department Heads	0	1	0.0	0.0
Miscellaneous	2	11	15.4	0.0
Total	4	26	13.3	8.6
Clerical				
Information and Message Distribution	2	1	66.7	100.0
Stenography, Typing and Filing	10	0	100.0	92.3
Computing and Account Recording	8	3	72.7	81.8
Miscellaneous	3	2	60.0	85.7
Total	23	6	79.3	88.5
Unevaluated Positions				
Unevaluated Positions	0	0	0.0	0.0
Total	0	0	0.0	0.0
Miscellaneous				
Transportation and Motor Freight	0	1	0.0	0.0
Inspec., Invg., Est., Plan PMT Examining and Property Management	6	2	75.0	75.0
Pending	0	0	0.0	50.0
Total	6	3	66.7	57.1
TOTAL HOUSING	33	35	48.5	56.0

Department: City Housing

5. Planned Result:

Supervisors/managers trained to conduct career counselling sessions with employees.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 24 days

Monies: $4150 (Indirect)

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Provide input into the development of a career counselling course, as requested.	• Department Head/Personnel Services Division.	• Ongoing
• Require all managers and supervisors in the department to attend the career counselling course over the next three years.	• Department Head	• Feedback from course. • Feedback from employees involved in career counselling sessions. Dec. 31/84
• Make the career counselling course part of each new supervisor's/manager's training when they join the staff of the department.	• Department Head	• Ongoing

Department: City Housing

5. Planned Result:

The identification of women and men employed in positions that do not make adequate use of their skills and training.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: $1000 (Indirect)
$ 375 (Direct)

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Determine the actual requirements for each position in the department.	• Directors/Supervisors,	• By June 30, 1982
• Determine the skills, knowledge and experience of the incumbents in these positions.	• Directors/Supervisors/ Equal Opportunity Representatives/Staff.	• By June 30, 1982
• Compare the job criteria to the incumbent's skills, knowledge and experience.	• Directors/Supervisors.	• By August 31, 1982
• Identify under-utilization.	• Directors/Supervisors.	• By September 30, 1982
• Conduct career interviews and establish goals with interested employees based on the identification of future candidates for promotion and transfer.	• Directors/Supervisors.	• October 15, 1982 - March 15, 1983 and ongoing.

Department: City Housing

5. Planned Result:

An increase in awareness and support for the Equal Opportunity Program.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: $1000 (Indirect)
$575 (Direct)

7. Activity	8. Responsibility	9. Measurement Criteria
• Establishing of Equal Opportunity Bulletin Boards and updating information on them.	• Equal Opportunity Representative.	• On-going.
• Information sessions for employees and managers.	• Department Head/Equal Opportunity Program Administrator.	• Number of sessions held.
• Request input from employees on problems to address.	• Directors/Supervisors/Equal Opportunity Representatives.	• Problems identified and acted upon.
• Invite women to sit on all task forces, boards and commissions.	• Department Head.	• Increase in number of women on task forces, boards and commissions.
• Purchase of publications relevant to the Program.	• Department Head/Equal Opportunity Representative.	• Number of publications purchased.
• Allocate resources (time/dollars) for Equal Opportunity Department Representative(s) to undertake equal opportunity initiatives for the department.	• Department Head.	• Time and dollars allocated.

Department: City Housing

5. Planned Result:

The identification of positions within the department having fewer men or women employees than would reasonably be expected by their presence in the immediate labour market.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: $500 (Indirect)
$200 (Direct)

7. Activity	8. Responsibility	9. Measurement Criteria
. Complete workforce analysis for the department.	. Directors/Supervisors/Personnel Clerk/Equal Opportunity Representatives.	. By June 30, 1982.
Collect relevant external data:		
. Number of women and men unemployed in the immediate area.	. Personnel Services Division/Equal Opportunity Program Administrator/Equal Opportunity Representatives.	. By June 30, 1982
. General availability of men and women having requisite skills in an area in which the department can reasonably recruit.		
. The availability of men and women seeking employment in the labour or recruitment areas of the department.		
. The existence of training institutions capable of training people in the requisite skills.		

(Continued) City Housing

5. Planned Result:

. The identification of positions within the department having fewer men or women employees than would reasonably be expected by their presence in the immediate labour market.

7. Activity	8. Responsibility	9. Measurement Criteria
• The degree of training which the department is reasonably able to undertake as a means of making all occupations available to both men and women.		
• Compare the internal workforce analysis and the external data and identify under-utilization.	• Department Head/Equal Opportunity Representatives.	• September 30, 1982.
• Set goals to correct any deficiencies.	• Department Head	• Septmeber 30, 1982.

Department: City Housing

5. Planned Result:

The establishment of a Career Planning and Pathing Program for interested employees identified in the department's utilization study.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: $500 (Indirect)
$200 (Direct)

7. Activity	8. Responsibility	9. Measurement Criteria
• Identify career paths in the department.	• Directors/Supervisors.	• December 31, 1982 and ongoing
• Identify all positions that will become available within the next five years through retirement.	• Equal Opportunity Program Administrator/Department.	• At present only three positions -- review December 1982
• Conduct an internal study within the department to identify positions that might reasonably become available based on past turnover rates.	• Directors/Supervisors/ Personnel Services Division.	• April 30, 1982 and ongoing
• Forward the information to the Equal Opportunity Program Administrator for inclusion in the City's succession planning report.	• Department Head	• By May 15, 1982
• Distribute the succession planning report to all employees.	• Department Head	• By May 31, 1982
• Discuss career opportunities with all interested employees.	• Department Head/Directors/ Supervisors/Career Counsellor.	• May 31, 1982 - December 31, 1982 and ongoing.

Department: City Housing

5. Planned Result:
An increase in the number of women interviewed for administrative specializaion.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: $500 (Indirect)
$200 (Direct)

7. Activity	8. Responsibility	9. Measurement Criteria
• Provide input to the establishment of a City-wide inventory by:	• Department Head/Directors/Supervisors/Personnel Services Division/Equal Opportunity Program Administrator.	• Ongoing .
• Identifying interested women with qualifications to apply for positions in administrative specialization.		
• Developing and implementing career interview programs for interested women.		
• Facilitating on-the-job training and/or attendance at relevant courses.		
• Assessing the inventory for all upcoming administrative specialization positions.	• Department Head/Directors/Supervisors/Personnel Services Division.	• Number of times inventory assessed. Ongoing.

(Continued) City Housing

5. Planned Result:
An increase in the number of women interviewed for administrative specialization.

7. Activity	8. Responsibility	9. Measurement Criteria
• Interviewing all qualified women candidates.	• Directors/Supervisors/ Personnel Services Division.	• Increase in number of women interviewed and hired. Ongoing.
• Providing counselling and post interview follow-up for unsuccessful female candidates from within the department.	• Chairperson of Review Board/ Career Counsellor.	• Feedback from candidates. Success of candidates in future competitions. Ongoing.
• Referring to this inventory when making acting appointments or the equivalent (e.g. during illness, vacation, secondments)	• Department Head/Personnel Services Division.	• Increase in number of women on developmental assignments. Ongoing.

Department: City Housing

5. Planned Result:

An increase in the number of women in the Professional, Technical and Managerial positions.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 2 days

Monies: $250 (Indirect)

7. Activity	8. Responsibility	9. Measurement Criteria
• Position description for Professional, Technical and Managerial positions are reviewed to ensure sex-typed job requirements do not exist. Take corrective action if necessary.	• Directors/Supervisors/ Personnel Services Division.	• Ongoing.
• Advertisements for Professional, Technical and Managerial positions will reflect any revisions made.	• Personnel Services Division.	• Increase in number of qualified women candidates. Absence of complaint. Ongoing.
• Department Professional, Technical and Managerial interviews monitored to ensure that qualified women are considered at all stages of the selection process.	• Equal Opportunity Program Administrator.	• Percentage increase in number of women interviewed and hired. Ongoing.
• All qualified women for Professional, Technical and Managerial positions will be interviewed.	• Department Head/Personnel Services Division.	• Percentage increase in number of women interviewed and hired. Ongoing.

(Continued) City Housing

6. Planned Result:

An increase in the number of women in the Professional, Technical and Managerial positions.

7. Activity	8. Responsibility	9. Measurement Criteria
• A woman will be included on all Review Boards for Professional, Technical and Managerial positions for which women are being interviewed.	• Department Head/Personnel Services Division.	• Ongoing.
• Unsuccessful women applicants for Professional, Technical and Managerial positions from within the City, will receive post interview follow-up and counselling if they desire it.	• Chairperson of Review Board/ Career Counsellor.	• Feedback from women candidates. Success of applicants counselled in future competitions. Ongoing.

Department: City Housing

5. Planned Result:

An increase in the number of men in Stenographic, Typing and Filing positions.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 1 day

Monies: $125 (Indirect)

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• The position descriptions for Stenographic, Typing and Filing positions reviewed to ensure sextyped job requirements do not exist. Take corrective action.	• Directors/Supervisors/ Personnel Services Division.	• Ongoing.
• Advertisements for stenographic, typing and filing positions will reflect any changes made.	• Personnel Services Division.	• Increase in number of qualified men candidates. Absence of complaint. Ongoing.
• Interviews for stenographic, typing and filing positions will be monitored to ensure qualified men are considered at all stages of the selection process.	• Equal Opportunity Program Administrator.	• Percentage increase in number of men interviewed and hired. Ongoing.
• All qualified men for stenographic typing and filing positions will be interviewed.	• Department Head/Personnel Services Division.	• Percentage increase in number of men interviewed and hired. Ongoing.

Department: City Housing

5. Planned Result:

All department forms and communications free from sexist connotations

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Ongoing

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
• Produce and distribute a City style guide including how to avoid sex-role stereotyping in written communications and publications.	• Public communications Division.	• Guide produced and distributed. Feedback from clients - Ongoing.
• Elminate all sex-role stereotyped language from department documents.	• All Department staff.	• Absence of undesirable sex stereotypes in Department forms and documents - Ongoing.

Department: City Housing

5. Planned Result:

To ensure that the disabled and visible minorities are given equal opportunity in all aspects of employment and promotion.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Ongoing

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
• All qualified persons, including the disabled and members of visible minorities who apply for positions in the Department will be interviewed,	• Personnel Services Division/ Department Head/Directors/ Supervisors.	• Number of disabled and visible minorities interviewed for positions in the Department.

HOUSING

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ADMINISTRATIVE SPECIALIZATIONS	1	3	25.0	33.3	38.0	21.4	Business Administration courses, including Accounting, R.I.A./C.G.A.
MANAGERS & OFFICIALS	0	8	0.0	0.0	42.0	21.4	B.A. or M.A. with specializations
DEPT HEAD	0	1	0.0	--	**	48.1	B.A. with knowledge of Architecture and/or Urban Planning
MISCELLANEOUS	1	4	20.0	0.0	**	**	
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	2	16	11.1	8.6	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	1	0	100.0	100.0	83.0	51.1	Secondary School, Grade 13
STENOGRAPHY, TYPING & FILING	4	1	80.0	92.3	90.0	98.8	Secondary School with courses in Typing, Shorthand, etc.
COMPUTING & ACCOUNT RECORDING	3	2	60.0	81.8	69.0	52.7	Secondary School plus courses in Accounting, etc.
MISCELLANEOUS	6	0	100.0	85.7	**	51.1	Secondary School, Grade 13
TOTAL CLERICAL	14	3	82.3	88.5	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	17	16	51.5	0.0	--	--	
TOTAL UNEVALUATED POSITIONS	17	16	51.5	0.0	--	--	

HOUSING

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	0	--	0.0	7.0	**	Secondary School, Driver's License
INSPECT., INVG., EST., & PLAN PMT EXAMINING	0	0	--	75.0	**	51.1	Secondary School, Grade 13
PENDING	0	0	--	50.0	**	**	Secondary School, Grade 13
TOTAL MISCELLANEOUS	0	0	--	57.1	**	**	
TOTAL HOUSING	33	35	48.5	56.0	**	**	

TABLE 2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

HOUSING

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	23	17	33.8	25.0	32,461	20,279	62.5
5 - 10	4	14	5.9	20.6	40,056	23,869	59.6
10 - 15	1	2	1.5	2.9	*	*	75.1
15 - 20	3	0	4.4	0.0	42,825	0	0.0
OVER 20	4	0	5.9	0.0	28,083	0	0.0
TOTAL:	35	33	51.0	48.0	33,575	21,824	65.0

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: R.F.W. Rae

APPROVED BY: R.F.W. Rae

OFFICE OF LABOUR RELATIONS
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULTS

1. Career Enrichment Activities for interested employees to provide increased opportunity for future promotion and personal achievement.
2. Increased awareness and support for Equal Opportunity Program.
3. Career Planning for interested employees.
4. Improved awareness of various Office of Labour Relations functions and dissemination of pertinent information.

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Career enrichment activities included attendance at Arbitration and Grievance hearings and Contract Negotiation. Other enrichment activities included exposure to the job evaluation process, attendance at various health and safety activities and visitation to various rehabilitation treatment agencies. Enrichment activities were considered key factors in the promotion of two Labour Relations Office staff during 1981.

All staff members were interviewed regarding career planning during 1981. Ongong review of career interests will be provided to assist and encourage interested staff members regarding their career plans. Efforts were made to achieve increased awareness of Labour Relations Office functions and activities, but were not implemented until late 1981 and require further attention in 1982. Plans to provide short-term training for students in non-traditional occupations were explored, but could not be undertaken due to non-availability of funds.

OFFICE OF LABOUR RELATIONS
EQUAL OPPORTUNITY ACTION PLAN - 1982/1983

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The profile of the Office of Labour Relations remained relatively unchanged during 1981. This office is responsible for the following functions: Labour Relations, Job Evaluation, Employee Rehabilitation Services, Employee Occupational Health and Safety, and Workmen's Compensation Benefits.

SITUATION

Total Employees	21
Women	52.2%
Men	47.8%

In Clerical occupations, 57.1% of the employees were women and 42.9% were men.

In Professional, Technical and Managerial occupations, 38.4% of the employees were women and 51.6% were men.

Women's average salary was $23,644, an increase of $3,566 over 1980. Men's average salary was $30,705, a decrease of $266 from 1980.

GENERAL DESCRIPTION

Three new positions were established in the Office of Labour Relations in 1981 as follows:

Workmen's Compensation Clerk. A temporary female employee was appointed to the permanent service.

Safety Assistant. A male employee was appointed.

APS Chairman and Labour Relations Assistant. A female applicant was hired from outside the Civic Service.

In addition, two vacancies arising from employee promotions were filled by female employees as follows:

Classification Analyst. This position was filled through the promotion of Secretary to the Director of Labour Relations.

Labour Relations Officer. This position was filled through the promotion of one of the Classification Analysts.

In both instances, the employees promoted had been provided with the opportunity to obtain broader exposure through prior participation in these areas.

Some further upgrading of women employees is under consideration in the area of job evaluation and employee rehabilitation services through a proposed reorganization of the Office of Labour Relations.

Due to the highly specialized nature of the various functions conducted by the Office of Labour Relations and the frequent and often extensive absences from the Office of Labour Relations of key personnel, a need was previously identified for regular staff meetings for information-sharing and improved communications and employee awareness of the various activities within the jurisdiction of the Office of Labour Relations. This situation was further aggravated by the additional demands arising out of the relocation of the office from City Hall to the Holiday Inn.

As a result, action to implement regular staff meetings was not taken until late 1981. Regular staff meetings involving senior personnel as well as general staff meetings of all personnel are planned for 1982. Individual interviews will be conducted with all staff members as well as to identifying those who are interested in job enrichment through broader exposure, training, etc.

3. BREAKTHROUGHS

The appointment of women to the positions of Labour Relations Officer and APS Chairman and Labour Relations Assistant during the past year is seen as a significant breakthrough into positions that traditionally have been occupied by men.

4. RESOURCE ALLOCATIONS

	1981	1982
Staff Time	50 hours	175 hours
Dollars	Absorbed in regular Department budget.	

Department: Labour Relations

5. Planned Result:

To advise greater utilization of the Office of Labour Relations Staff through job enrichment and career planning wherever possible.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 25 days

Monies: $4300 (staff time)

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Job Evaluation – Participation in as many aspects as possible in the Office of Labour Relations.	• Director.	• Ability of employees to assume greater responsibility and to be prepared for promotion.
• Use of alternate rate placing for training purposes.	• Director.	
• Participation with other organizations involved in related activities for broader perspectives.	• Director/Rehabilitation Consultant.	
• Training – Individual employees interviewed re training need and preferences.	• Rehabilitation Consultant.	• Job related training in non-traditional areas where available.
• Regular staff meetings to identify problems and discuss goals.	• Director.	• Improved awareness of Department activities among staff.

OFFICE OF LABOUR RELATIONS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
LIFE SCIENCE	1	1	50.0	50.0	**	75.1	University Degree
ADMINISTRATIVE SPECIALIZATIONS	3	4	42.8	66.6	38.0	21.4	Community College
MANAGERS & OFFICIALS	1	2	33.3	0.0	42.0	55.8	University Degree
MISCELLANEOUS	0	1	0.0	0.0	**	51.1	Secondary School, Grade 13
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	5	8	38.4	41.6	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	0	1	0.0	--	83.0	51.1	
STENOGRAPHY, TYPING & FILING	4	1	80.0	100.0	90.0	48.0	Secondary School, Grade 12
COMPUTING & ACCOUNT RECORDING	0	1	0.0	--	69.0	52.7	
TOTAL CLERICAL	4	3	57.1	100.0	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	2	1	66.6	--	--	--	
TOTAL UNEVALUATED POSITIONS	2	1	66.6	--	--	--	
TOTAL OFFICE OF LABOUR RELATIONS	11	12	47.8	56.2	**	**	

TABLE 2 DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

OFFICE OF LABOUR RELATIONS

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	3	3	13.0	13.0	21,156	28,958	136.9
5 - 10	1	2	4.3	8.7	*	*	84.9
10 - 15	4	2	17.4	8.7	34,621	21,330	61.6
15 - 20	2	2	8.7	8.7	28,172	23,321	82.8
OVER 20	2	2	8.7	8.7	36,138	27,423	75.9
TOTAL:	12	11	52.0	48.0	29,568	24,745	83.7

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: P.F. Foran

APPROVED BY: W.R. Callow

LEGAL DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULTS

1. To continue to support the Equal Opportunity Program and the Department Representatives in their efforts to make all staff aware of the Program and to ensure its effective implementation in all areas within the Department.

2. The identification and implementation of strategies and goals which will effectively address the problems identified as being detrimental to Equal Opportunity objectives.

3. To continue to encourage staff participation in various training and development programs.

4. To ensure that all employees are aware of career opportunities available to them both within the Department and within the Civic Service.

	TIME	MONIES
RESOURCES ALLOCATED	25 days	$2,520
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The Legal Department as of December 31, 1981, had 69 permanent employees, with 3 temporary employees (articled law students) and one vacancy.

It is difficult to measure the effect of the implementation of the Equal Opportunity Program in the Legal Department during the year 1981. The actions of City Council in extending the Equal Opportunity Program to include the disabled and visible minorities had a significant impact on the implementation of the Equal Opportunity Program within the Legal Department which was demonstrated in a very positive way by the overall acceptance by and participation in the Program by a number of the staff of the Department. There can be no doubt that the shifting of emphasis to equal opportunity for all persons was the single most important factor in the implementation of the Equal Opportunity Program within the Department during the year 1981.

On a not so positive note, the opportunities for advancement within the Department have for a number of years been hampered by a relatively low turnover in staff at all levels combined with a very limited increase in the establishment of the Department and there can be no doubt that these two factors had a marked effect on the implementation of the Equal Opportunity Program within the Department during the year 1981. Of course, it must be realized that very little can be done to create new or expanded opportunities within the Department when in fact staff turnover is negligible and the opening up of new positions through increasing the establishment of the Department is restricted by budgetary constraints. At the same time, at least insofar as the City and the taxpayers are concerned, these two factors, having regard to the need for highly skilled, well-trained and experienced staff and the desirability of maintaining within the Department a high level of continuity and permanency must not by themselves be viewed as "bad", notwithstanding the negative impact which such factors have on the implementation of the Equal Opportunity Program in the Department.

A factor which continued to be evident in the Department during the year 1981 was the apparent lack of opportunities for advancement in the secretarial positions within the Department. Job evaluation has placed most of these positions in the same wage rate and consequently once an employee reaches the maximum level in that wage rate, the opportunities for advancement are limited. It must, however, be recognized that employees in such positions in the Department are highly skilled and valued employees who are given similar duties and responsibilities as and who receive remuneration at least equal to legal secretaries employed by the large law firms in the City. It has been the experience that many of the employees of the Department now in the secretarial positions wish to remain in their present positions, and of course, the wishes of such employees must be respected.

Another factor in the implementation of the Equal Opportunity Program in the Department during the year 1981 arose out of the holding of an election for the Equal Opportrunity Representatives. It is felt that to avoid this problem in the future, Council should set the regulations governing elections for Equal Opportunity Representatives.

The last point I wish to make in my review of the implementation of the Equal Opportunity Program in the Legal Department in 1981 is one to which I have over the year given serious thought.

On August 10, 1980, Council adopted recommendations directed toward the achievement, over the next 5 years, of a more equitable representation and fuller utilization of women and men at all levels and in all categories of the organization, as well as a full recognition of their contribution to the work of the City of

Toronto and toward that end adopted the following Corporate objectives:

> "To establish Department Utilization Studies so that women and men with the qualifications and potential may voluntarily indicate their interest in and be actively developed to progress towards management positions and positions in non-traditional areas.
>
> To involve employees identified by the Department's Utilization Studies in Career Planning and Pathing, so that a record is maintained of their progress in the organization.
>
> To develop and monitor an Outreach Recruitment Program for all occupational categories in which women and men are underrepresented so that the occupational distribution in the Toronto Civic Service more closely reflects the current labour force and graduate statistics.
>
> To provide all supervisors and managers with specific training to enable them to gain the skills needed to counsel employees in determining their career goals and to further assist in the achievement of these goals.
>
> To develop Enrichment Programs for interested employees who want to stay in their present occupations."

I have considered in some detail the responsibility which Council placed on Department Heads to implement such Corporate objectives and in the Action Plan for the Legal Department filed in 1981, I stated:

> "The program will be actively followed but one must bear in mind that there may be limitations in what the Department can achieve having regard to the function of the Department which is first and foremost to provide the best available legal assistance to the City Council within the staff establishment and budget provided for by the City Council."

In retrospect, it is apparent to me that I should have been more frank in pointing out what my real difficulties are, as the Head of the Legal Department, in implementing such Corporate objectives and I feel that if there is to be significant progress made in the Legal Department's Equal Opportunity Program, it is imperative that I now deal with the situation as I see it.

To put it simply, while Council adopted the Corporate objectives and entrusted the responsibility for implementation thereof to Department Heads, there does not appear to have been any consideration given as to whether the Department Head or the senior staff of the Department have the expertise to carry out the Corporate objectives. This troubles me.

I have no member on my staff who has the professional qualifications and expertise required to provide career planning and pathing for other employees; I have no member on my staff who has the professional qualifications and expertise to counsel employees in determining their career goals; I have no member on my staff who has the professional qualifications and expertise to establish utilization studies or to develop an Outreach Recruitment Program as envisaged by the Corporate objectives.

This is not to say that the Corporate objectives are not valid, bcause I feel very strongly that such objectives are good, if in fact they are properly implemented by persons having the necessary professional qualifications and expertise. Career counselling, career planning and pathing, and determining of career goals are not activities to be engaged in by persons who do not have the necessary professional training and expertise and to entrust to Department Heads the implementation of the Corporate objectives without ensuring either that each Department Head is or has staff who is professionally qualified and who possesses the appropriate expertise to provide such career guidance is in my view unfair to the Department Head and to the employees and indeed to the Equal Opportunity Program.

Furthermore, in adopting the Corporate objectives, there does not appear to have been consideration given to certain inherent factors which may in one Department or another cause implementation of the Corporate objectives to be extremely difficult, if not impossible. For example, while in a Department which has been established in the last few years and is continuously growing, or in a Department which has been recently reorganized or in a Department which hires a large number of new staff each year the problem which I discussed as resulting from a relatively low turnover of staff would not be significant, that problem is very real to me in implementing the Corporate objectives.

Again, this is not to be taken as an attempt to downgrade the validity of the Corporate objectives, but rather an attempt to point out that while the Corporate objectives were adopted for the Civic Service as a whole, certain Departments may need, because of inherent factors within the structure of such Departments,special assistance not available within the Department to implement such objectives.

The most salient point to be borne in mind is that the staff in the Legal Department although highly skilled, trained, experienced, and possessing significant expertise, is trained in a discipline which does not in any way pretend to be that which can provide career counselling, career development, career enrichment, or career pathing for other employees, all of which demand a very specialized knowledge, training, and expertise. To expect from or to demand of members of the Legal Department the ability to advise other employees of the Department on how they should plan their careers to provide counselling in career problems is not only unwise, but is also unfair and totally unrealistic.

Because I very much believe in the Corporate objectives adopted by Council and realize that the successful implementation of such objectives is an integral part of establishing and maintaining the City's Equal Opportunity Program, I put forward the following as the Legal Department's Equal Opportunity Action Plan 1982.

LEGAL DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

GENERAL DESCRIPTION

On August 18, 1980, City Council adopted Corporate objectives directed "toward the achievement, over the next five years, of a more equitable representation and fuller utilization of women and men at all levels and in all categories of the organization, as well as a full recognition of their contribution to the work of the City of Toronto", and entrusted the implementation of such objectives to the Department Heads.

After very careful review of the Corporate objectives and the potential ramifications of attempting to implement same in the Legal Department, I have reached the conclusion that I do not have, within the Department, the expertise required to properly implement the Corporate objectives. Accordingly, I intend to engage in 1982 the services of a consultant to assist in:

1. Establishing the Department Utilization Study.

2. Determining the most effective utilization of such study in career planning and pathing for each individual member of the Department.

3. Developing for the Department and Outreach Recruitment Program which takes into account the City's existing promotional policies, the needs of the Department, and the most effective utilization of the skills and expertise of existing staff.

4. Drawing up the requirements of a Counselling Program to assist members of the Department in setting and obtaining their personal career goals.

5. Developing an Enrichment Program for interested employees who wish to stay in their present position.

Such consultant would have to be carefully briefed in the specific problems which have been experienced in the Department in ascertaining how the Corporate objectives can best be achieved and the program developed would have to be tailored to meet the specific needs of the Department while at the same time fitting into the existing City programs and taking into account the existing City policies.

2. DEPARTMENT: OBJECTIVE(S)

Council has given the Department the objectives to be implemented by the Head of the Department in order to achieve a "more equitable representation and fuller utilization of women and men at all levels and in all categories of the organization, as well as a full recognition of their contribution to the work of the City of Toronto" and it is therefore the objective of the Legal Department's Action Plan 1982 to implement Council's direction in a sensible, orderly, and wise manner so that the purpose of the Corporate objectives will be achieved through the use of the services of an expert and experienced consultant in the field rather than by relying on the staff of the Department, who although highly trained and expert in legal matters, are not trained or expert in the social and behavioural sciences and who consequently could do more damage, though well-intentioned, by unskilled and inexperienced counselling.

The objective therefore of the Legal Department's Action Plan 1982 is to commence a wise, orderly, and logical path towards the complete achievement and implementation of the Corporate objectives set by Council.

3. RESOURCE ALLOCATIONS

At this time, I cannot predict what the cost of the services of the consultant will be or the extent of staff time involved.

What I envisage is that the consultant will spend approximately two hours with each employee in establishing the Department Utilization Study. Any employee requiring or requesting further consultation with respect to career planning or pathing as a result of the Department Utilization Study will be given as much time as is found necessary by the employee and the consultant.

As Head of the Department, I will be spending a great deal of time in choosing the consultant, and in giving the consultant so chosen the necessary background information on the program, the existing City policies that must be considered and the set-up of the Department. In this I will utilize as well the services of the Deputy City Solicitor, the Assistant Deputy City Solicitor, the Corporation Counsel, and the Supervisor of Claims and Administration.

It is impossible to predict how much staff time will be required for the development of the Outreach Recruitment Program or the Enrichment Program. However, as Head of the Department, I will take an active part in allocating staff time, having regard to the demands placed upon individual employees arising out of his or her duties as a member of the Department.

4. REPORTING

February 1, 1983.

5. PLANNED RESULT

To fulfill the directives of Council, the Planned Result of the Legal Department's Action Plan 1982 is that by the end of December, 1982, the Department will have:

a) Established a Department Utilization Study.

b) Determined how the Department's Utilization Study can best be applied in career planning and pathing for all members of the Department.

c) Developed an Outreach Program.

d) Drawn up a counselling program to assist members of the Department in determining and achieving goals.

e) Developed and in place, an Enrichment Program.

6. RESOURCES

This will, as set out in RESOURCE ALLOCATION, have to be postponed until I have chosen a consultant and the consultant has interviewed each staff person. If deemed advisable, I will submit a supplementary statement at that time dealing with both Resource Allocation and Resources.

Department: Legal

5. Planned Result:

a) To establish a Department Utilization Study;
b) To determine how the Utilization Study can best be applied in career planning and pathing for all members of the Department;
c) To develop an Outreach Program;
d) To draw up a counselling program to assist members of the Department in determing and achieving goals;
e) To develop and put in place an Enrichment Program.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: --

Monies: --

7. Activity	8. Responsibility	9. Measurement Criteria
a) Draw up terms of reference for engagement of consultant.	. City Solicitor/Deputy City Solicitor/Assistant Deputy City Solicitor/Corporation Counsel/Supervisor of Claims and Administration/Equal Opportunity Representatives.	. Completion of terms of reference mutually satisfactory to those involved in drawing up such terms of reference by February 15, 1982.
b) Interviewing available consultants.	. City Solicitor.	. Choosing the best possible consultant - Approval of Council by March 15, 1982.
c) Engaging consultant.	. City Solicitor.	. Finalization of Contract by March 20, 1982.
d) Briefing consultant on the background of the Department, the program and policies of Council, the aim of the Department and the Planned Result.	. City Solicitor/Deputy City Solicitor/Assistant Deputy City Solicitor/Corporation Counsel/Supervisor of Claims and Administration.	. April 1, 1982.

(Continued) Legal

5. Planned Result:

7. Activity	8. Responsibility	9. Measurement Criteria
e) Consultant interviews each employee of the Department.	• Consultant/each member of the Department on an individual basis.	• Familiarization of the consultant with each employee so that the consultant can identify positions in which employees are underutilized, or where career counselling, career planning, career pathing, job enrichment program should be discussed with employees - to be completed by June 1, 1982.
f) Establishment of Department Utilization Study.	• Consultant/City Solicitor.	• A written report on the consultant's study of each position and each member in the Department, based on skill utilization - to be completed by July 1, 1982.
g) Application of the Department Utilization Study.	• Consultant/individual employees who wish to participate/ City Solicitor/Deputy City Solicitor/Assistant Deputy City Solicitor/Corporation Counsel/Supervisor of Claims and Administration.	• The application of the Department Utilization Study insofar as employees' career planning, career pathing, need for counselling is concerned will indicate the success of the Study - to be commenced by September 30, 1982.

(Continued) Legal

5. Planned Result:

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
h) Development of Outreach Recruitment Program.	. Consultant/City Solicitor.	. Advertise opportunities in Community Colleges, Law Schools, where possible, having regard to City's promotional policy - to be implemented on an ongoing basis by September 30, 1982.
i) Establishment of Career Counselling requirements.	. Consultant/City Solicitor.	. October 31, 1982.
j) Choosing career counselling courses which are available to all employees.	. City Solicitor/any interested employees.	. October 31, 1982.
k) Development of Job Enrichment Program.	. City Solicitor/consultant/any interested employees.	. October 31, 1982.
l) Preparation of 1982 Annual Report and Action Plan 1983.	. City Solicitor/Assistant Deputy City Solicitor.	. December 31, 1982.
m) Taking advantage of all opportunities to participate in seminars for senior staff, supervisors, equal opportunity representatives and all other interested employees.	. Any interested employees.	. Ongoing .

(Continued) Legal

5. Planned Result:

7. Activity	8. Responsibility	9. Measurement Criteria
n) Continuation of Department's participation in various programs within the community colleges and law schools to assist in on-the-job training of students who could become involved in the Department's Outreach Recruitment Program.	• City Solicitor/Supervisor of Claims and Administration.	• Ongoing.
o) Continuation of Department's existing outreach program to assist in on-the-job training of law students.	• All solicitors.	• Ongoing.
p) Encouraging all employees to seek out and participate in seminars pertaining to career development and career counselling.	• City Solicitor/Supervisor of Claims and Administration.	• Ongoing.
q) Utilization of the Department's existing performance appraisal system so as to ensure employee development and career potential can be evaluated on a regular, formalized and equitable basis.	• City Solicitor/Deputy City Solicitor/Assistant Deputy City Solicitor/Corporation Counsel/Supervisor of Claims and Administration.	• Ongoing.

LEGAL

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
LAW & JURISPRUDENCE	6	20	23.0	17.3	10.2	19.1	Must be called to the Ontario Bar
ADMINISTRATIVE SPECIALIZATIONS	0	4	0.0	0.0	38.0	21.4	Secondary School supplemented by courses in Management, Accounting, etc.
DEPT HEAD	0	1	0.0	0.0	10.2	19.1	Must be called to the Ontario Bar
DEPUTY DEPT HEAD	0	1	0.0	0.0	10.2	19.1	Must be called to the Ontario Bar
CORPORATE COUNSEL & ASST. DEPUTY SOLICITOR	1	1	50.0	50.0	10.2	19.1	Must be called to the Ontario Bar
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	7	27	20.5	16.1	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	2	1	66.6	100.0	83.0	51.1	Secondary School, Grade 13
STENOGRAPHY, TYPING & FILING	24	5	82.7	77.7	90.0	98.8	Secondary School supplemented by training in Typing/Shorthand, Law Management, etc.
TOTAL CLERICAL	26	6	81.2	78.5	**	**	
MISCELLANEOUS							
INSPECT., INVG., EST., & PLAN PMT EXAMINING	0	2	0.0	0.0	**	51.1	Secondary School, Grade 13
TOTAL MISCELLANEOUS	0	2	0.0	0.0	**	**	
TOTAL LEGAL	33	35	48.5	44.2	**	**	

TABLE 2 **DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981**

LEGAL

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	12	17	17.6	25.0	31,144	20,393	65.5
5 - 10	9	11	13.2	16.2	30,060	27,853	92.7
10 - 15	3	1	4.4	1.5	*	*	49.1
15 - 20	6	1	8.8	1.5	*	*	50.6
OVER 20	5	3	7.4	4.4	43,789	19,981	45.6
TOTAL:	35	33	51.0	48.0	35,476	22,883	64.5

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: H.H. Moore

APPROVED BY: A.L. Stevenson

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To increase communications (awareness and support) for the Equal Opportunity Program within the Management Services Department.

	TIME	MONIES
RESOURCES ALLOCATED (Staff days and direct/indirect cost set aside to implement.)	ongoing	staff time only
RESOURCES UTILIZED	15 days	$100 (Communications)

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

Circulation and posting of information on Equal Opportunity Program activities took place. The information was posted on bulletin boards in the Computer Services, Management Services (Main Floor), and Personnel Services areas. The minutes from each Equal Opportunity Program Representatives' Committee meeting were also posted as well as being circulated throughout each Division.

Two Review Meetings were held for Management Services staff to discuss the 1981 Action Plan and Equal Opportunity Program initiatives.

2. RESPONSIBILITY

The Equal Opportunity Program Representative was responsible for the circulation and posting of all information.

The Department Head, Division Directors, Equal Opportunity Program Administrator and the Equal Opportunity Program Representative participated in the two Review Sessions mentioned in #1.

3. MEASUREMENT CRITERIA

The 1981 Action Plan was distributed to each Departmental staff member; Equal Opportunity Program Representatives' Committee minutes were posted and circulated as well as other related correspondence; two meetings were held in the spring and fall of 1981 for Departmental staff.

4. RESULTS

Awareness and support for the Equal Opportunity Program within the Management Services Department was enhanced through these communication improvements. The two meetings for all Department staff were particularly valuable in Equal Opportunity Program communication. The first meeting provided a forum for information-giving on the Department's 1981 plans, while the second meeting reflected active interest by some staff members in challenging Departmental initiatives and subsequent problem-solving.

The results of this Planned Result reinforced a similar communication and awareness plan for 1982.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Departmental Resource Study

1. A study of the representation of both women and men in all positions within the Management Services Department to identify areas of underrepresentation.

2. A study of utilization of women and men to ensure adequate use is made of their skills and training.

	TIME	MONIES
RESOURCES ALLOCATED (Staff days and direct/indirect cost set aside to implement.)	10 days	staff time only
RESOURCES UTILIZED	8 days	staff time only

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

a) Employee representation was determined through statistics compiled on the number of women and men in each Division.

b) Employee utilization assessment commenced with determining and documenting the qualifications required to fulfill each job in the Department. Experience gained in defining and assessing skill levels of all job incumbents towards identifying underutilization indicated that this activity is best undertaken on a corporate basis.

2. RESPONSIBILITY

The Equal Opportunity Program Representative was responsible for gathering statistics on the number of men and women in each Division and obtaining the qualifications required for each job in the Department. Division Directors conducted outreach recruitment on turnover, both internal and external, towards reflecting labour market trends, particularly in the Computer Services Division.

The Director, Personnel Services Division, in consultation with the Division Directors worked with the Equal Opportunity Representative on the task of defining and assessing employee skills towards identifying employee underutilization, which indicated that further work is necessary in linking employee skills/qualifications to the employee development and performance appraisal process.

3. MEASUREMENT CRITERIA

Employee representation was determined by June 30, 1981 and labour market comparisons will be made as up-to-date market statistics are available. Preliminary work on the Departmental Utilization Study was completed during 1981 and further data will be gathered in 1982 consistent with formalizing the employee performance planning and review process in 1982.

4. RESULTS

Work completed during 1981 on the Departmental Resource Study reflected wide-ranging diversity in predominantly APS jobs. Outreach recruitment, particularly in the Management Consulting and Computer Services Divisions, improved the Department's position in reflecting the current labour market and market comparisons will be made as up-to-date market statistics become available. Departmental research indicated assessment of employee skills and utilization required close linkage to the employee performance review process and the resource study has been extended as a planned result area for 1982.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

The establishment of a Career Planning and Pathing Program for interested employees identified in the Department's Utilization Study.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	staff time only
(Staff days and direct/indirect cost set aside to implement.)		
RESOURCES UTILIZED	5 days	staff time only

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

A Career Planning and Pathing Program for employees in the Planning and Budgeting and Computer Services Divisions was assessed in conjunction with Planned Result No. 2, the Departmental Utilization Study.

2. RESPONSIBILITY

The Division Directors, as part of annual employee reviews, discussed career opportunities, career paths, employee aspirations, systemic constraints on career moves and employment in non-traditional jobs with their respective staff members.

3. MEASUREMENT CRITERIA

Preliminary work on the skills inventory for staff in the 2 Divisions was completed as part of Planned Result No. 2, the Department Utilization Study, and final program implementation, evaluation and documentation has been extended into 1982.

4. RESULTS

A formal Career Planning and Pathing Program for employees in the Planning and Budgeting and Computer Services Divisions was not achieved due to the need for further assessment, planning, and implementation of an employee skills inventory on a corporate basis. This Program will receive further study as part of the Career Development Program planned for all Departmental APS employees in 1982.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To develop an Outreach Recruitment Program within the Personnel Services Division to provide outreach recruitment of special groups for all City Departments, with particular emphasis in 1981, the International Year of Disabled Persons, on the placement of disabled people.

	TIME	MONIES
RESOURCES ALLOCATED	15 days	staff time only
(Staff days and direct/indirect cost set aside to implement.)		
RESOURCES UTILIZED	30 days	staff time only

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

The approval of Council was obtained on December 18, 1980 to hire an Outreach Recruitment Officer to promote the employment of disabled persons from outside the Civic Service.

2. RESPONSIBILITY

The Department Head and the Director, Personnel Services, prepared a report for City Council and recruited the Outreach Recruitment Officer.

3. MEASUREMENT CRITERIA

Council approval was obtained, the position filled, and the program was operational by mid-1981.

4. RESULTS

Maureen Spencer was employed in March 1981 and provides outreach recruitment for disabled people for all City Departments. A progress report was made to City Council in November 1981 on program results to date and recommendations were made towards improving employment opportunities for the disabled with the City. For the period March to August 1981, a total of 6 summer students, 7 temporary staff and 4 permanent staff with various disabilities were hired by 7 City Departments.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To develop an Outreach Recruitment Program internally within the Computer Services Divison for specific outreach to female data processing staff.

	TIME	MONIES
RESOURCES ALLOCATED (Staff days and direct/indirect cost set aside to implement.)	15 days	staff time only
RESOURCES UTILIZED	senior staff, as necessary	staff time only

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES AND RESPONSIBILITY

The Director, Computer Services Division, in consultation with the Director, Personnel Services Division, conducted specific outreach recruitment for female data processing staff during 1981. Profiles of appropriate Computer Services jobs are being developed in conjunction with Corporate Equal Opportunity Program outreach initiatives in 1982.

2. MEASUREMENT CRITERIA AND RESULTS

By December 31, 1981, the Computer Services Division had hired a female Senior Systems Analyst and a visually impaired Computer Programmer from outside the Civic Service. In addition, a special training program involving the acquisition of programming skills is being undertaken for a female employee whose job in another City Department was deleted through a Departmental reorganization. Specific outreach recruitment targets for female data processing staff will be established in 1982 to reflect current labour market and graduate trends.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Equal Opportunity placement of students, both summer and "work week", particularly in non-traditional job areas.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	staff time only
(Staff days and direct/indirect cost set aside to implement.)		
RESOURCES UTILIZED	10 days	staff time only

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

The Personnel Services Division has responsibility for referring suitable job applicants for summer employment. During the summer of 1981, the Division encouraged applications for non-traditional jobs and liaised with City Departments on the placement of students which would provide learning opportunities for students.

2. RESPONSIBILITY

The Personnel Services Division, Placement Section, was responsible for referring students to Departments for non-traditional summer job vacancies. Evaluation was conducted by senior Departmental staff.

3. MEASUREMENT CRITERIA

Program planning was completed on target, student placements were completed by June 30, 1981, and evaluation/planning for 1982 was completed by December 31, 1981.

4. RESULTS

A total of 21 men and women were referred to Departments with non-traditional job vacancies and of these, 19 were hired in non-traditional job areas, as follows:

JOB	REFERRED FEMALES	MALES	EMPLOYED FEMALES	MALES
Outside Gardener	8	3	7	3
File Clerk (some typing)		1		1
Engineering Student	1		1	
Library Assistant		1		1
Architecutral Students	3		2	
Survey (technical)	2		2	
Temporary Clerk (typing)		2		2
TOTAL	14	7	12	7

In summary, 14 women were referred for non-traditional "men's" jobs and 12 were employed. Seven men were referred for non-traditional "women's" jobs and all 7 were employed. The 1981 program identified areas for potential further employment of students in non-traditional job areas in 1982.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in the number of new jobs replacing previous male or female stereotypical jobs.

	TIME	MONIES
RESOURCES ALLOCATED	20 days	staff time only
(Staff days and direct/indirect cost set aside to implement.)		
RESOURCES UTILIZED	as necessary in departmental reviews	staff time only

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES AND RESPONSIBILITY

During 1981, each organizational change was reviewed by the Director, Management Consulting Division and Management Consultants consistent with this Planned Result.

2. MEASUREMENT CRITERIA AND RESULTS

Action taken by consultants in 1981 indicated a heightened awareness of the goal/issue. Each change was scrutinized and no stereotypical job designs were supported. Current patterns of work and job design are fairly entrenched and there is a natural conservative response to options that are untried. In the absence of firm definitions of stereotypical male/female jobs, results in this area are difficult to measure. This goal will be maintained and redefined in 1982 to permit more effective measurement of results.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Ensure all Management Services Department forms, reports, and communications for use internally and with public are free of sexist connotations.

	TIME	MONIES
RESOURCES ALLOCATED (Staff days and direct/indirect cost set aside to implement.)	5 days	Mercer Consultant fees, staff time, department printing budget
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

A study was conducted by an outside consultant firm which included defining standards of acceptable Human Rights terms and usage in our forms, reports, and communications. As a result of this, some materials were eliminated and others changed to reflect this standard.

Guidelines were documented and this will continue to be an ongoing activity in 1982/83. The Equal Opportunity Program staff will be working with the Communications Branch of City Clerk's to develop a manual on bias-free communications during 1982. This publication will then be available for use throughout the City.

2. RESPONSIBILITY

Mercer & Company and the Equal Opportunity Program Administrator were responsible for defining standards of acceptable Human Rights/Equal Opportunity forms, reports, and communications. The Equal Opportunity Program staff and the Communications Branch of City Clerk's will be responsible for defining and documenting procedural guidelines for staff use. Departmental directors and staff are responsible for eliminating all sex-role stereotype language from Management Services Department documents and to monitor on an ongoing basis.

3. MANAGEMENT CRITERIA

Communication standards were defined by March 31, 1981, and the documentation of procedural guidelines and manual preparation will continue into 1982.

4. RESULTS

All Management Services Department's forms, reports, and communications have been revised or eliminated to reflect existing Human Rights legislation and procedures have been established for continued monitoring of Departmental communications. A manual will be available in 1982 to assist other City Departments in this respect.

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

A 5% increase in the number of women in Professional, Technical and Managerial positions in the Department.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	staff time only
(Staff days and direct/indirect cost set aside to implement.)		
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

1. ACTIVITIES

Upon employee turnover and approval of new positions, the Director, Personnel Services, worked with other Division Directors on the design of Equal Opportunity promotion bulletins and outside advertisements. Applications were carefully screened and applicants ranked by sex and qualification for interview purposes.

2. RESPONSIBILITY

Division directors, senior professional staff, and the Department Head were involved in the screening and interviewing of the most qualified applicants for Professional, Technical and Managerial positions.

3. MEASUREMENT CRITERIA AND RESULTS

The percentage of women in the Professional, Technical and Managerial occupational category increased in both 1980 and 1981 over 1979 as follows:

	1979	1980	1981
No. Men	47	43	42
No. Women	8	10	10
% Women of Total	14.5%	18.8%	19.2%

Based on year-end statistics for 1979, 1980, and 1981, the number of men in this occupational category dropped by 5 whereas the number of women increased by 2. The statistics do not reflect vacant positions or employee turnover during each 12-month period. Significant 1981 placements of women in the Professional, Technical, and Managerial category included the following appointments:

- Management Consultant
- Outreach Recruitment Officer
- Senior Computer Systems Analyst
- Computer Systems Analyst/Programmer

MANAGEMENT SERVICES DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The Management Services Department operates under the direction of the Executive Director, Management Services, and consists of an Administration Division, a Planning and Budgeting Division, a Personnel Services Division, a Computer Services Division, and a Management Consulting Division.

The primary functions of the Department are to provide service to all Departments in developing objectives, budgeting and long-term financial planning, computer services, organization and systems studies, development and administration of personnel and human resource policies and programs that will permit maintenance of high service levels with improved productivity.

In 1981, the Department had 108 employees, 41 women (37.9%) and 67 men (62.1%). In the Professional, Technical, and Managerial occupations, 19.2% of the employees were women and 80.8% were men. In the Clerical occupations, 65% of the employees were women and 35% were men.

Women's average salary in 1981 was 68.8% of men's average salary. The largest wage differential was between employees with 15 to 20 years of service, where women's salary was 58.4% of men's average salary.

SITUATION

Specific efforts are made to recruit women for Management Consulting, Budget Analyst, Computer System & Computer Programmer positions. Applications from women are given extra scrutiny and all potential applicants are given interviews.

The Executive Director carefully scrutinizes appointments to positions where outreach potential is substantiated.

The Executive Director in consultation with the Directors, actively seeks a better balance, male/female, in professional positions of Management Consultant, Budget Analyst, Computer Systems Analyst, and Computer Programmer.

All new employees are interviewed by the Executive Director, their career aspirations are reviewed, and an attempt is made to encourage transfers and promotions where warranted.

GENERAL DESCRIPTION

Information is distributed and posted in each section of the Department. The Department representatives discuss policy and recommendations with the Department Head as required. In 1982, information meetings will be held in the spring and fall to discuss the Equal Opportunity Program with Departmental staff, as was done in 1981. Personal development is strongly encouraged and supported toward furthering career opportunities of all staff. Employees are encouraged to participate in courses designed to improve their job mobility and promotional opportunities.

This Department provides assistance to other Departments in carrying out their Equal Opportunity Program and builds in Equal Opportunity Program components to Human Resources Development and Organizational Change Programs. As such, this Department has Equal Opportunity Program responsibility internally, and on a corporate basis to other Departments.

2. DEPARTMENT: OBJECTIVE(S)

In 1981, the Department initiated Planned Results and Action Plans. The Department's experience in trying to implement 1981 plans has assisted in the development of 1982 Action Plans which are realistic and attainable.

The Department's 1982 Plans emphasize career development for all employees with clear emphasis on Equal Opportunity initiatives. Through the medium of performance planning and review, APS employees' career interests will be explored and opportunities identified in non-traditional job vacancies through an individual analysis of employee skills, education, and experience.

Specific outreach recruitment efforts will be made towards achieving a more equitable balance between the labour market and the Department's representation of women, visible minorities, and the disabled.

Positive results from internal communication efforts in 1981 indicate the importance of employee awareness of Departmental Equal Opportunity initiatives and a further structured internal communication program is planned for 1982. Planned Results for 1982 emphasize Departmental versus Corporate Equal Opportunity Program initiatives, the latter being an integral part of many established Management Services programs.

Department: Management Services

5. Planned Result: No. 1 - Career Development Program

(i) Implementation of a formal performance planning and review program on a pilot basis for all departmental employees in the Administrative, Professional and Technical (APS) classification.

(ii) Extension of the Departmental resource study commenced in 1981 of women, men, visible minorities and disabled to identify placement opportunities and under-representation.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 30 days

Monies: Staff time only

7. Activity	8. Responsibility	9. Measurement Criteria
• (i) (a) Orient APS staff to the Performance Planning and Review Process.	• Division Directors and Management Consulting Division.	• May 31, 1982.
(b) Provide training to senior APS staff in conducting performance appraisal interviews.	• Director, Management Consulting Division & Director, Personnel Services Division.	• June 30, 1982.
(c) Complete and document annual performance review for each APS employee.	• Department Head, Division Directors and Senior Staff.	• December 31, 1982.
(d) Discuss and document career paths, job enrichment, training and development for non-traditional jobs with each employee given his/her career development needs/aspirations.	• Directors and Senior Staff.	• December 31, 1982.
(e) Evaluate pilot performance review program.	• Department Head and Division Directors	• June 30, 1983

(Continued) Management Services

6. Planned Result: No. 1 - Career Development Program

7. Activity	8. Responsibility	9. Measurement Criteria
• (ii) (a) Analyze representation of men, women, visible minorities and disabled in each Division.	• Directors, EOP Administrator EOP Staff.	• Ongoing through 1982.
(b) Conduct outreach recruitment on turn-over, both internal and external to reflect current labour market and graduate trends.	• Directors, EOP Administrator, EOP Staff.	• Ongoing through 1982.

Department: Management Services

5. Planned Result:

No. 2 - A periodic review of all establishment positions to ensure that no male or female stereotypical jobs are maintained.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 20 days

Monies: Staff time only

7. Activity	8. Responsibility	9. Measurement Criteria
• During organization reviews, the Management Consultants will work with City managers to creatively define new work process systems/ technologies that will ensure that all new and existing jobs in the unit are not sex stereotypical.	• Department Heads, Directors and Management Consultants.	• The removal of stereotypical jobs such as "Office Boy" from the City establishment. Each organization change has been reviewed against this goal.

Department: Management Services Department

5. Planned Result:

No. 3 - To increase communications (awareness & support) for the Equal Opportunity Program within the Management Services Department.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Ongoing

Monies: Staff time only

7. Activity	8. Responsibility	9. Measurement Criteria
• Circulation and posting of information on Equal Opportunity Program activities to all 5 Divisions. i) Summary of Management Services Department's 1982 Action Plan ii) Summaries/updates on City-Wide Equal Opportunity Program activities.	• Department Head, EOP Representative. • EOP Representative.	• 1982 Action Plans posted. • Number of Equal Opportunity Program Newsletters circulated.
• Conduct Semi-Annual Review meetings (Spring and Fall 1982) for employees interested in Equal Opportunity Program issues to: i) provide Divisional update on Management Services Department's progress ii) request input from employees on Equal Opportunity Program problems to address	• Department Head, Division Directors, EOP Representatives.	• Two meetings held - Spring and Fall and minutes confirmed.
• Allocate time and dollars for Equal Opportunity Representatives to undertake the two preceding activities as well as other Equal Opportunity Program initiatives in the Management Services Department.	• Department Head.	• Funds provided for in Departmental Budget.

Department: Management Services Department

5. Planned Result: No. 4

i) A 5% net increase in the number of women hired into professional, technical and managerial positions in the Department during 1982.
ii) A 5% combined net increase in the number of Departmental employees who are visible minorities and/or disabled.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: Staff time only

7. Activity	8. Responsibility	9. Measurement Criteria
• Ensure all advertisements reflect "equal opportunity" emphasis plus outreach recruitment for qualified applicants in these groups.	• Directors, Professional staff.	• Increase in the number of qualified special group candidates.
• Increase the number of female, visible minority and disabled applicants interviewed by ranking the applicants and interview top number of those qualified.	• Department Head, Directors.	• Percentage of women, visible minority and disabled applicants interviewed and hired.

MANAGEMENT SERVICES

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
MATHEMATICS	3	21	12.5	7.6	**	20.9	University Degree in Computer Science and related areas
LIFE SCIENCE	1	1	50.0	100.0	**	75.1	Behavioural Science Degree
ADMINISTRATIVE SPECIALIZATIONS	6	18	25.0	16.0	42.0	48.1	University Degree
MANAGERS & OFFICIALS	0	1	0.0	0.0	42.0	55.8	Social or Physical Science Degree
DEPT HEAD	0	1	0.0	0.0	**	21.4	Master in Business Administration or equivalent training and experience
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	10	42	19.2	14.5	**	**	
CLERICAL							
INFORMATION & MESSAGE DISTRIBUTION	2	2	50.0	50.0	83.0	51.1	Secondary School
STENOGRAPHY, TYPING & FILING	13	1	92.8	87.5	90.0	98.8	Secondary School and set requirements in Typing and Shorthand
COMPUTING & ACCOUNT RECORDING	11	11	50.0	51.8	69.0	20.9	Diploma in Computer Sciences or Accounting Degree
TOTAL CLERICAL	26	14	65.0	63.8	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	5	11	31.2	--	--	--	
TOTAL UNEVALUATED POSITIONS	5	11	31.2	--	--	--	

MANAGEMENT SERVICES

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
MISCELLANEOUS							
GRAPHIC ART WORK	0	0	--	100.0	**	29.7	Training/Degree in Graphic Arts
PENDING	0	0	--	100.0	--	--	
TOTAL MISCELLANEOUS	0	0	--	100.0	--	--	
TOTAL MANAGEMENT SERVICES	41	67	37.9	38.4	**	**	

TABLE 2 **DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981**

MANAGEMENT SERVICES

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	21	15	19.4	13.9	31,930	22,582	70.7
5 - 10	13	10	12.0	9.3	37,443	25,561	68.3
10 - 15	13	3	12.0	2.8	32,849	21,570	65.7
15 - 20	7	9	6.5	8.3	34,799	20,338	58.4
OVER 20	13	4	12.0	3.7	35,039	29,661	84.7
TOTAL:	67	41	62.0	38.0	34,081	23,433	68.8

CHAPTER 19 PARKS AND RECREATION DEPARTMENT

EQUAL OPPORTUNITY ACTION PLAN IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: H. Pirk

APPROVED BY: H. Pirk

PARKS AND RECREATION DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

An important new project was embarked upon as a result of discussion with the Equal Opportunity Sub-Committee and the Equal Opportunity Program Administrator. It was decided to prepare a comprehensive Succession Planning Package which would be of significant benefit to both present and potential employees. (See 1982 Action Plan for details.) Due to this change in priorities, none of the Planned Results as outlined in the 1980 Action Plan have been achieved to date.

The information to be included in the package will serve as a first step in achieving most of the Planned Results of the 1980 Action Plan. The Planned Results which will be affected are:

1. Preparation of presentation to Community Colleges, Guidance Departments, Human Resources, and other employment sources. Information regarding entry-level jobs such as when openings are expected, what the educational requirements are, and where they can lead will be contained in the Succession Planning Package.

2. Presentation to Departmental employees. The availability of a Succession Planning Package will increase the awareness of employees of the Equal Opportunity Program, which was the purpose of this Planned Result.

3. Human Resources Inventory. The data for this inventory can be collected through the interviews conducted for the Succession Planning Job Profiles.

4. Outreach Recruitment Program. Once again, the Succession Planning Package can be used for recruiting purposes.

PARKS AND RECREATION DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

A Succession Planning Package.

	TIME	MONIES
RESOURCES UTILIZED	10 days	$2,529 (reappropriated from 1981)

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

A Retirement Planning Sub-Committee was formed. Using information contained in the computer printout of retirement dates provided by Management Services, the Retirement Sub-Committee prepared Retirement Charts. The design of these charts was based on the Departmental structure. Under each of the four Divisions, the various positions were listed and ranked according to salary level. For each position, the number of retirements within the next ten years were recorded in sets of two-year periods (mandatory retirements only.)

A report was prepared summarizing the number of retirements for each two-year period for all positions. Also included are statistics depicting turnover rates. (Copy of this report follows.)

Preliminary work has also been done on the career paths of supervisory personnel. This information will be used in the preparation of sample career paths for the Succession Planning Package.

Refer to the 1982 Action Plan for activities which will be carried out in order to achieve the final result of a comprehensive Succession Planning Package.

It should be noted that $2,529 was approved for 1981. These funds were not expended; however, they should be reappropriated in that they will be required in 1982. No additional funds will be requested.

PARKS AND RECREATION DEPARTMENT
SUCCESSION PLANNING STUDY

Over the next ten years, approximately 126 employees in the Parks and Recreation Department will be retiring. In order to get a clear picture of the situation, organizational charts have been drawn up depicting how many persons are retiring in each position and when. This report contains a summary of the retirements by Division, some "turnover" facts, as well as a section on the career paths of many of the Department's management staff.

RETIREMENT DATES

In the Administration and Budgets Division, there are only 2 retirements pending within ten years: 1 Forestry Clerk in 1986-1987, and 1 Stenographer in 1990-1991.

The Parks Division has a total of 94 persons retiring by 1991, with 32 of those retiring within the next four years. Seventy-two employees in Parks Services will be retiring and 22 in Forestry. The following chart depicts positions, numbers, and dates.

		No. in each Two-Year Period				
Position	No. of Persons	82-83	84-85	86-87	88-89	90-91
Director of Parks	1	1				
Parks Services Section						
Parks Services Manager	1		1			
Greenhouse Technician	1					1
Parks Area Foreman	3		2			1
Parks Foreman	6		2	1		3
Gardener Grower	2		1	1		
Sr. Outside Gardener	1		1			
Truck Driver	8	1	1	3	3	
Zoo Attendant	1		1			
Outside Gardener	6	1	2	1	1	1
Heavy Equip. Operator	1	1				
Senior Labourer	5	3				2
Cement Form-Maker	1	1				
Mail Cab Driver	1				1	
Labourer	33	7	4	10	3	9
Gardener	1			1		

Position	No. of Persons	No. in each Two-Year Period 82-83	84-85	86-87	88-89	90-91
Forestry Services Division						
Forestry Field Services Supervisor	1		1			
Special Forestry Services Supervisor	1					1
Forestry District Foreman	1				1	
Special Forestry Services, Foreman	1	1				
Forestry Foreman Parks	1		1			
Forestry Foreman	3		1			2
Arborist Inspector	2	1				1
Tree Pruner	2					2
Heavy Equip. Operator	1				1	
Truck Driver	3					3
Labourer	4		1		1	2
Heavy Equip. Operator	2				2	
TOTAL	94					

In the Recreation Division there are a total of 18 retirements projected within ten years; the Director, 2 in Seasonal Facilities, none in Seasonal Programs, and 15 in Community Services. The retirements are as follows:

Director of Recreation	88-89
Manager, Seasonal Facilities	90-91
Branch Supervisor, Seasonal Facilities	90-91
Recreation Coordinator	82-83
Recreation Instructor (4)	1 in 82-83 1 in 84-85 1 in 88-89 1 in 90-91
Caretaker (10)	3 in 82-83 2 in 84-85 1 in 86-87 3 in 88-89 1 in 90-91

In the Design and Maintenance Division, the number of upcoming retirements (within ten years) is 12, all in the Maintenance Section. The following is a listing of those retirements:

Refrigeration and Filtration Plant Technician	86-87
Parks Maintenance and Mechanical Foreman Gr. 2	88-89
Parks Maintenance Technician	84-85
Maintenance and Construction Handyman	90-91
Truck Driver (2)	1 in 86-87
	1 in 88-89
Labourer (5)	3 in 82-83
	1 in 86-87
	1 in 90-91
Plumber's Helper	90-91

TURNOVER RATES

The turnover figures referred to in this report are based on the number of terminations as reported in the operating budgets. A termination can be a retirement, a move to another Department, or leaving employment with the City for some reason. The following table shows the percentage turnover rates for each Division for the years 1978 to 1980.

Division	Turnover Rates (Percentages)		
	1978	1979	1980
Administration and Budgets	10.5	28.9	28.9
Parks	7.4	11.7	11.5
Recreation	25.3	27.4	28.1
Design and Maintenance	6.1	6.1	12.2
TOTALS	10.9	15.8	17.1

Of the people who left the Department between 1978 and 1980, approximately 41.3% retired, 44.2% resigned or were discharged, and 12.5% transferred to another Department. (The other 2% died.)

PARKS AND RECREATION DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The Department has a total of 439 employees of which 55 are women. Women now constitute 12.5% of the Department's staff, compared with 12.1% in 1980. Over 50% of the women employed by this Department are in the Recreation Division. Four women work in the Parks Division (one more than 1980) and 4 are employed in the Professional, Technical and Managerial group.

The average women's salary is still higher than the average men's salary in this Department as it has been in the past. The female salary average is 105.3% of the male salary average. Promotions for women in the Recreation Division and in the Parks Division have been at least as good, if not better, than for men.

SITUATION

While the situation has not changed significantly, there have been a number of breakthroughs:

1. A female was promoted to the Permit Clerk position (previously held by a male), a senior clerical function in the Department, responsible for assigning permits to various community groups and commercial filming companies for use of City parks and field recreational facilities.

2. Two employees were hired through the Equal Opportunity Outreach Program.

3. A female Recreation Instructor has been assigned to a Foreman position at an artificial ice rink.

4. A female labourer (Local 43 Casual) has been assigned to a Caretaker position on an alternate rate.

GENERAL DESCRIPTION

Discussions have been held with the Equal Opportunity Sub-Committee and it was decided that succession planning was a priority. A Succession Planning Package would be beneficial to both present and potential employees.

2. DEPARTMENT: OBJECTIVE(S)

1. To develop a Succession Planning Package which will include retirement and turnover information, job profiles, educational requirements, and career paths to be used by employees for career planning.
2. To use portions of the package as a means of increasing awareness of job opportunities in Parks and Recreation for both present and potential employees.

3. RESOURCE ALLOCATIONS

Please refer to the note in the 1981 Implementation Report regarding the reappropriation of funds.

	1981	1982
Staff Time	10 days	as required
Dollars	$2,529	(reappropriated from 1981)

Department: Parks and Recreation

5. Planned Result:

Preparation of a Succession Planning Package

6. Resources: **(Staff days and direct/indirect cost set aside to implement)**

Time:

Monies: $2,529.00

(reappropriated from 1981)

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• prepare organizational charts showing retirements.	. retirement Planning Sub-Committee.	. review with Equal Opportunity Committee and Equal Opportunity Co-ordinator.
• prepare written report.	. Management Trainee	. December, 1981.
• record career paths of supervisory staff and develop sample career paths.	. Management Trainee and Equal Opportunity Committee.	. January, 1982.
• prepare a Technical Assistance Package for other Departments.	. Management Trainee and Equal Opportunity Committee.	. February, 1982.
• profile specific jobs through interviews of incumbents - to include what job entails, educational and other requirements.	. Equal Opportunity Committee plus staff from the Equal Opportunity Program.	. Summer 1982 (June, July)
• present the succession planning information to Departmental employees.	. Equal Opportunity Committee.	. Summer 1982 Get feedback from employees.
• develop a package aimed towards potential employees and distribute the package to appropriate places, such as schools, colleges and universities.	. a Sub-Committee formed for this purpose.	. Fall 1982.

PARKS AND RECREATION

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION

December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ARCHITECTURE	0	2	0.0	0.0	0.02	14.0	Degree in Landscape Architecture or equivalent training and experience
ENGINEERING	0	3	0.0	0.0	**	**	Refrigeration and Filtration Mechanics Stationary Engineer's Certificate, Class "B"
RECREATION	4	4	50.0	57.1	35.9	**	Recreation Director's Certificate
ADMINISTRATIVE SPECIALIZATIONS	0	4	0.0	0.0	38.0	**	Basic Administration, Horticulture and Arboriculture, Engineering and extensive on-the-job training and experience
MANAGERS & OFFICIALS	0	2	0.0	0.0	42.0	**	Basic Administration, Horticulture and Arboriculture, Engineering and extensive on-the-job training and experience
DEPT HEAD	0	1	0.0	0.0	42.0	48.1	University Degree, or equivalent training and experience
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	4	16	20.0	20.0	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING	1	1	50.0	0.0	55.0	48.0	Secondary School, Grade 12
INFORMATION & MESSAGE DISTRIBUTION	2	1	66.6	50.0	83.0	**	Secondary School, Grade 10
STENOGRAPHY, TYPING & FILING	8	7	53.3	64.7	90.0	98.8	Business and Secretarial College and experience
COMPUTING & ACCOUNT RECORDING	1	6	14.2	37.5	69.0	52.7	Secondary School plus courses in Accounting, Data Processing, etc.
MISCELLANEOUS	1	0	100.0	0.0	**	**	
TOTAL CLERICAL	13	15	46.4	50.0	**	**	

PARKS AND RECREATION

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	1	4	20.0	--	--	--	Ontario Class "G" Driver's License, City of Toronto Equipment Operator's Permit
TOTAL UNEVALUATED POSITIONS	1	4	20.0	--	--	--	Public School
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	48	0.0	0.0	7.0	**	Ontario Class "G" Driver's License, City of Toronto Equipment Operator's Permit
PACKAGING & MATERIALS HANDLING	0	61	0.0	0.0	24.5	**	Public School
AGRICULTURAL SERVS PLANT & ANIMAL FARMING	4	78	4.8	4.8	**	29.3	Degree in Agricultural Studies, including Horticulture, Animal Husbandry
FORESTRY	0	55	0.0	0.0	**	10.8	Arboriculture
DISTRIBUTION OF UTILITIES	0	6	0.0	0.0	**	**	Public School
INSPECT., INVG., EST., & PLAN PMT EXAMINING	0	2	0.0	0.0	**	**	
TOTAL MISCELLANEOUS	4	250	1.5	1.4	**	**	
TOTAL PARKS AND RECREATION	55	384	12.5	12.1	**	**	

PARKS AND RECREATION

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
SERVICES							
RECREATION	31	38	44.9	47.5	35.9	89.6	Community College Diploma in Recreation Leadership or University Degree in Recreation or related subject
BUILDING & RELATED SERVICE	0	27	0.0	0.0	26.0	**	Public School
MISCELLANEOUS	2	4	33.3	40.0	**	**	
TOTAL SERVICES	33	69	32.3	34.8	**	**	
MACHINE TRADES							
METAL MACHINING	0	1	0.0	0.0	0.0	2.9	Secondary School, plus skills training
TOTAL MACHINE TRADES	0	1	0.0	0.0	**	**	
BENCH WORK							
FABRICATION, ASMB. & REPAIR	0	4	0.0	0.0	0.0	8.0	Community College, Welding course
TOTAL BENCH WORK	0	4	0.0	0.0	**	**	
STRUCTURAL WORK & TRADESMEN							
WELDERS & FLAME CUTTERS	0	4	0.0	0.0	0.0	8.0	Community College, Welding course
EXCAVATING, GRADING & PAVING	0	21	0.0	0.0	**	**	Public School
TOTAL STRUCTURAL WORK & TRADESMEN	0	25	0.0	0.0	**	**	

TABLE 2 DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

PARKS AND RECREATION

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	59	28	13.4	6.4	20,591	21,020	102.1
5 - 10	61	14	13.9	3.2	22,148	23,434	105.8
10 - 15	52	7	11.8	1.6	21,348	27,982	131.1
15 - 20	49	5	11.2	1.1	20,653	24,294	117.6
OVER 20	163	1	37.1	0.2	*	*	130.0
TOTAL:	384	55	87.0	12.0	21,817	22,971	105.3

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

CHAPTER 20 PLANNING AND DEVELOPMENT DEPARTMENT

EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: S.G. McLaughlin

APPROVED BY: S.G. McLaughlin

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To conduct Department Utilization Study.

	TIME	MONIES
RESOURCES ALLOCATED	15 days	--
RESOURCES UTILIZED	3 days	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Established Equal Opportunity Steering Committee.
- Conducted seven sample interviews.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Increased Department awareness of Equal Opportunity issues and activities.

	TIME	MONIES
RESOURCES ALLOCATED	1 day	$1,300
RESOURCES UTILIZED	1 day	$ 275

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Established Equal Opportunity Bookshelf.
- Distributed Action Plan and memos to Planning staff.
- Wrote article in City Planning Magazine.
- Purchased books for Bookshelf.
- Subscribed to Canadian Women's Studies magazine.
- Publicized conferences.
- Sent staff to Equal Opportunity Representatives' Committee.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Remove barriers to Equal Opportunity.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	--
RESOURCES UTILIZED	1 day	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Monitored hiring procedures.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Establish Career Pathing Program.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	--
RESOURCES UTILIZED	0 days	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Nil.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Review appointments, transfer and promotion policies.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	--
RESOURCES UTILIZED	0 days	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Nil.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Improve staff career counselling.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	$1,900
RESOURCES UTILIZED	1 day	$ 75

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Staff representative to seminar on Performance Criteria.
- See also last Planned Result.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Remove salary differential between men and women.

	TIME	MONIES
RESOURCES ALLOCATED	half-day	--
RESOURCES UTILIZED	half-day	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Monitored starting salaries of new employees.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Facilitate appointment of women to management positions.

	TIME	MONIES
RESOURCES ALLOCATED	1 day	—
RESOURCES UTILIZED	1 day	—

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Commissioner sent memo regarding hiring women managers.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Work in cooperation with other Departments to develop inter-Departmental projects.

	TIME	MONIES
RESOURCES ALLOCATED	5 days	--
RESOURCES UTILIZED	5 days	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Investigate possible cooperative projects.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

- Improve staff qualifications for advancement to management positions.
- Increase qualifications of clerical and technical staff for advancement to professional positions and senior clerical positions in other Departments.

	TIME	MONIES
RESOURCES ALLOCATED	10 days	$3,950
RESOURCES UTILIZED	15 days	$5,750

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

- Offered training program Introduction to Planning for ten staff members.
- Planned a course in Negotiation Skills for staff members (course to be given in 1982).
- Investigated and surveyed staff on job interview problems.

PLANNING AND DEVELOPMENT DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

SITUATION

The 1982 Action Plan is to complete those planned results not accomplished under the 1981 Action Plan.

2. DEPARTMENT: OBJECTIVE(S)

The general goal of the Department Action Plan is to achieve a more equitable representation and a fuller utilization of women and men at all levels and in all categories of the Department. More specifically, the Plan should correct the imbalances revealed in the survey. This can be achieved by concentrating on the two problem areas identified in staff discussion: the perceived lack of initiatives in City Hall to encourage staff advancement, and the absence of organized employee development. Improvements in these areas will promote equal opportunity for all staff and will enable more women to advance to management positions and more women to move up from clerical jobs.

3. RESOURCE ALLOCATIONS

	1981	1982
Staff Time	67.5 days	70.5 days
Dollars	$8,750	$6,000

4. REPORTING

A review of the 1982 Action Plan will be prepared and sent to Council as necessary.

If a deviation from the Plan is necessary, the Equal Opportunity Program Administrator will be notified.

Department: Planning and Development

5. Planned Result:

Improve staff career counselling.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 15 days

Monies: $3750

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
. Steering Committee will investigate various career counselling techniques including courses in skill recognition and self presentation.	. Steering Committee.	. September 30, 1982.

Department: Planning and Development

5. Planned Result:

Improve qualifications of staff for promotion.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: $2000

7. Activity	8. Responsibility	9. Measurement Criteria
• Continue to offer training for professional, technical and clerical staff.	• Steering Committee.	• December 31, 1982.
• Continue a training entitlement of time and money which is reserved for clerical employees.	• Steering Committee.	• December 31, 1982.
• Provide information-referrals on other training programmes, especially for non-traditional jobs.	• Steering Committee.	• December 31, 1982.
• Continue to encourage clerks to participate in seminars, conferences, etc. which will tend to increase their contacts and knowledge of career opportunities.	• Steering Committee.	• December 31, 1982.
• Provide training in job application skills.	• Steering Committee.	• March 31, 1982.
• Study the feasibility of a new "Planner Trainee" position.	• Steering Committee.	• June 30, 1982.

Department: Planning and Development

5. Planned Result:

Increased department awareness of equal opportunity issues and activities.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: $250

7. Activity	8. Responsibility	9. Measurement Criteria
• Continue to include Equal Opportunity articles in Department publications.	• Steering Committee.	• Ongoing.
• Continue to allocate money for registration fees for Equal Opportunity conferences.	• Commissioner	• Upon approval of Department Budget.
• Explain programme to management.	• Steering Committee.	• March 31, 1982.

Department: Planning and Development

5. Planned Result:

Establish career pathing programme.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
• Trace and publish successful careers in the Department.	• Steering Committee.	• Ongoing.
• Study existing bridging positions (e.g. Planning Assistant).	• Steering Committee.	• June 30, 1982.
• Establish new bridging position(s) if required.	• Steering Committee.	• June 30, 1982.
• Continue to recommend training programmes.		• Ongoing.

Department: Planning and Development

5. Planned Result:

Department utilization study.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: 0

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
• Continue to review records and conduct sample interviews to assess employee skills.	• Steering Committee.	• Updated annually.
• Study job descriptions and interview managers to assess present skill requirements.	• Steering Committee.	• Updated annually.
• Study and project future staff turnover, vacancy and retirement rates.	• Steering Committee.	• Updated annually.
• Interview employees who are leaving the department. Make information available to Steering Committee.	• Directors.	• Number of interviews.

Department: Planning and Development

5. Planned Result:

Review of appointment, transfer and promotion policies.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 10 days

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
Study present policies and practices and recommend changes.	Steering Committee.	September 30, 1982.
Monitor recruitment, selection, and hiring.	Personnel Clerk.	Ongoing for annual review.

Department: Planning and Development

5. Planned Result:

Remove barriers to equal opportunities.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
• Study job descriptions and job conditions and recommend changes.	• Steering Committee.	• June 30, 1982.

Department: Planning and Development

5. Planned Result:

Facilitate the appointment of women to management positions.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
• Steering Committee will report to Senior Management on methods to facilitate appointments of women to management positions.	• Steering Committee.	• June 30, 1982.
• Monitor recruitment, interviews and hiring.	• Personnel Clerk.	• Ongoing for annual review.

Department: Planning and Development

5. Planned Result:

Work in co-operation with other Departments to develop inter-Departmental projects.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 5 days

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
• Propose activities and investigate feasibility of co-operation with other departments. Recommend projects for implementation.	• Steering Committee.	• December 31, 1982.

Department: Planning and Devleopment

5. Planned Result:

Remove salary differential between men and women.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 1/2 day

Monies: 0

7. Activity	8. Responsibility	9. Measurement Criteria
. Continue to monitor starting salaries of new men and women employees.	. Personnel Clerk.	. Ongoing for annual report.

PLANNING AND DEVELOPMENT

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ARCHITECTURE	0	1	0.0	--	0.2	14.9	Architecture or Landscape Architecture Degree
ENGINEERING	3	7	30.0	--	**	**	M.A. Degree, Engineering
SOCIAL SCIENCE	4	6	40.0	25.0	**	**	M.A. Degree, Social Science
ADMINISTRATIVE SPECIALIZATIONS	0	1	0.0	0.0	**	**	Degree in Business or Accounting or approved equivalent
MANAGERS & OFFICIALS	0	1	0.0	0.0	**	**	M.A. Degree
DEPUTY DEPT HEAD	0	1	0.0	0.0	**	**	M.A. Degree, minimum 5 years' experience
MISCELLANEOUS	25	54	31.6	100.0	**	**	
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	32	71	31.0	18.1	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING	1	0	100.0	--	**	**	Secondary School
INFORMATION & MESSAGE DISTRIBUTION	3	1	75.0	--	**	**	Secondary School
STENOGRAPHY, TYPING & FILING	28	0	100.0	100.0	**	**	Secondary School/additional Steno course
COMPUTING & ACCOUNT RECORDING	0	2	0.0	0.0	**	**	Diploma in Computer Services
TOTAL CLERICAL	32	3	91.4	90.0	**	**	
MACHINE TRADES							
PRINTING	0	1	0.0	--	**	**	Secondary School
TOTAL MACHINE TRADES	0	1	0.0	--	**	**	

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	2	6	25.0	47.0	--	--	
TOTAL UNEVALUATED POSITIONS	2	6	25.0	47.0	--	--	
MISCELLANEOUS							
GRAPHIC ART WORK	0	1	0.0	0.0	**	**	B.A. Graphic Arts
TOTAL MISCELLANEOUS	0	1	0.0	0.0	**	**	
TOTAL PLANNING AND DEVELOPMENT	66	82	44.5	47.1	**	**	

TABLE 2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

PLANNING AND DEVELOPMENT

SERVICE	NUMBER OF EMPLOYEES				AVERAGE SALARY		
YEARS	M	F	%M	%F	M	F	%F OF M
0 - 5	32	35	21.6	23.6	30,649	24,984	81.5
5 - 10	28	27	18.9	18.2	32,614	25,688	78.8
10 - 15	7	1	4.7	0.7	*	*	62.3
15 - 20	11	2	7.4	1.4	36,957	22,582	61.1
OVER 20	4	1	2.7	0.7	*	*	77.2
TOTAL:	82	66	55.0	44.0	32,432	25,126	77.5

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: Dr. A.S. MacPherson

APPROVED BY: Dr. A.S. MacPherson

PUBLIC HEALTH DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

INTRODUCTION

During my first six months in office as Medical Officer of Health, I reviewed the Department's Equal Opportunity Program with the Senior Management Team. It is evident from the statistical data that the Department of Public Health has an extremely high ratio of women in all of its Clerical, Professional, Technical and Managerial occupational groups. I am pleased to report that both women and employees from visible ethnic minorities fill many of the senior positions in these occupational groups.

On account of the fact that 75% of the recruitment of Public Health employees is made from outside the City service and, since the Department needs employees with specialized skills acquired through community college or university education, the Department has had difficulty marrying its Equal Opportunity Program with the City's concept of equal opportunity. Specifically, many of its professional employees require post-graduate refresher training in a variety of health fields with a minimum of three to six months duration and, at this time, the City's training program neither has the funds nor the flexibility to permit this kind of training. In addition, there is a need for the Department to extend its services rapidly into the area of multicultural health program delivery. Here again, there is an absence of language training and recruitment initiatives, special programs will have to be developed to meet Public Health's needs.

After review of the Department's work activities in relation to its commitments to City Council, the Local Board of Health, and the Ontario Ministry of Health, I believe that our 1981-82 Equal Opportunity Program will have to be reshaped to more realistically meet the Department's staff training and recruitment needs.

PROFILE

During 1981, the Department of Public Health could be described as being in a state of organizational transition. As a result of the evaluation of the Eastern Health Area, reorganization was held back for twelve months and will not be completed until the late summer of 1982. Reorganization will mean the following changes for staff:

a) Changes in organizational structure and reporting relationship.

b) Changes in work team disciplines.

c) Changes in programs.

STATISTICAL ANALYSIS

In 1981, there was no significant change in the occupational distribution of permanent employees. We can largely account for the absence of change by the fact that inside promotion opportunities were held in abeyance pending reorganization in 1982.

SITUATION

The 1981 Action Plan drawn up by the Department in conjunction with the Manager, Equal Opportunity Program, was not implemented. The reasons were twofold: the Plan did not reflect the special needs of the Department, and organizational change has made many of the Planned Results redundant or impossible to achieve.

ACTIVITIES

A number of the activities of the Department of Public Health were indirectly related to the Equal Opportunity Program.

a) The Department compiled an Employment Utilization Survey under the direction of the Equal Opportunity Program, and developed its own community profile as part of Public Health in the 1980s.

b) The Department carried out a number of new initiatives in multiculturalism by hiring its first multicultural health worker, by developing the Mobile Health Clinic Program for ethnic groups, and developing a Multicultural Mental Health Program.

c) The Department held a Conference for Disabled Teenagers as part of International Year of the Disabled.

d) The Department conducted a number of general skills training programs related to Problem Solving; Coping with Stress; and Public Health in the 1980s.

e) The Department developed specific training programs for Basic Statistical Analysis and Asbestosis Handling.

f) The Department, through Management Services Department, increased its spending on educational training from $5,589.12 in 1980 to $9,376.61 in 1981.

g) The Equal Opportunity elected Representative attended the regular training sessions provided by the Management Services Department.

h) During the year, five employees took extended leaves of absence without pay to pursue specialized educational training in health research, statistics, health administration, life support systems, and post-graduate nursing.

BREAKTHROUGHS

As far as the Department is concerned, the major breakthrough in 1981 was the approval of the Department's policy paper on Initiatives in Multiculturalism.

PUBLIC HEALTH DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in awareness and support for the Equal Opportunity Program.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

No activity in 1981.

PUBLIC HEALTH DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Design a data base in 1981 to assist in the creation of future Equal Opportunity Programs in the Department with particular reference to reorganization.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

No activity in 1981.

PUBLIC HEALTH DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To provide employees with training in order that they can apply for Promotion Calls for positions newly created as a result of reorganization.

	TIME	MONIES
RESOURCES ALLOCATED	--	--
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

No activity in 1981.

PUBLIC HEALTH DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

Due to reorganization, the Public Health Department will not be submitting an Action Plan at this time.

The 1982 Plan will be sent to Council separately when it is developed.

PUBLIC HEALTH - COMBINED

TABLE 1 OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION

December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
MATHEMATICS	0	1	0.0	0.0	**	30.8	Post Graduate Degree in Statistics or Operations Research
LIFE SCIENCE	0	1	0.0	0.0	**	**	M.D. or equivalent
MEDICINE & HEALTH	293	15	95.1	95.8	79.5	88.0	M.D. or equivalent, University or Community College Diploma, Community College Certificate
ADMINISTRATIVE SPECIALIZATIONS	5	6	45.4	45.4	38.0	**	Secondary School, Community College, University
MANAGERS & OFFICIALS	0	1	0.0	0.0	42.0	88.0	M.D., M.O.H., D.P.H. or equivalent
DEPT HEAD	0	1	0.0	0.0	42.0	88.0	M.D., M.O.H., D.P.H. or equivalent
DEPUTY DEPT HEAD	0	0	--	0.0	42.0	88.0	M.D., M.O.H., D.P.H. or equivalent
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	298	25	92.2	92.4	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING	4	1	80.0	75.0	55.0	48.0	Secondary School, Grade 12 or equivalent
INFORMATION & MESSAGE DISTRIBUTION	6	0	100.0	88.8	83.0	48.0	Secondary School, Grade 12 or equivalent
STENOGRAPHY, TYPING & FILING	71	5	93.4	95.0	90.0	48.0	Secondary School, Grade 12 or equivalent
COMPUTING & ACCOUNT RECORDING	6	3	66.6	72.7	69.0	52.7	Secondary School plus courses in Accounting and Data Processing, etc.
MISCELLANEOUS	3	0	100.0	100.0	**	**	
TOTAL CLERICAL	90	9	90.9	91.5	**	**	

PUBLIC HEALTH - COMBINED

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	13	3	81.2	50.0	--	--	
TOTAL UNEVALUATED POSITIONS	13	3	81.2	50.0	--	--	
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	4	0.0	0.0	7.0	**	Grade 10, Class "G" Driver's License
INSPECT., INVG., EST., & PLAN PMT EXAMINING	11	51	17.7	21.2	**	48.0	Secondary School, Grade 12 and on-the-job training
TOTAL MISCELLANEOUS	11	55	16.6	20.2	**	**	
TOTAL PUBLIC HEALTH - COMBINED	412	92	81.7	82.2	**	**	

TABLE 2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

PUBLIC HEALTH - COMBINED

SERVICE YEARS	NUMBER OF EMPLOYEES M	NUMBER OF EMPLOYEES F	%M	%F	AVERAGE SALARY M	AVERAGE SALARY F	%F OF M
0 - 5	20	159	4.0	31.5	27,058	23,199	85.7
5 - 10	28	116	5.6	23.0	28,936	24,781	85.6
10 - 15	16	52	3.2	10.3	26,469	26,755	101.1
15 - 20	9	38	1.8	7.5	32,148	24,709	76.9
OVER 20	19	47	3.8	9.3	27,549	24,438	88.7
TOTAL:	92	412	18.0	81.0	28,126	24,374	86.7

EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: G.E. Pentz

APPROVED BY: R.M. Bremner

PUBLIC WORKS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

An increase in awareness and support for the Equal Opportunity Program.

	TIME	MONIES
RESOURCES ALLOCATED	16 staff days	$1,920
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Activities are ongoing, Planned Results were not achievable due to the timing of the submission of the 1981 Action Plan.

PUBLIC WORKS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Identification of non-traditional occupations within the Department.

	TIME	MONIES
RESOURCES ALLOCATED	64 staff days	$7,680
RESOURCES UTILIZED	--	--

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Activities are ongoing, measurement criteria dates revised to reflect the timing of the submission of the 1981 Action Plan, the scope of the information required and scheduling of staff time.

PUBLIC WORKS DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

The functions of the Department are to carry out construction, reconstruction, and maintenance of public facilities within the City such as sidewalks, curbs, pavements, sewers, watermains, bridges, and subways. In addition, the Department is responsible for providing land survey and mapping for Civic purposes and for refuse collection, the removal of snow and the cleaning and flushing of City streets. As of December 31, 1981, the Department has a staff of 1,651 employees whose positions can be divided into the following categories:

Manual, Trades and Maintenance	1,357 employees (82%)
Clerical	135 employees (8%)
Professional, Technical and Managerial	165 employees (10%)

Women comprise 5% (83 employees) of total staff of the Department and represent 45% (61 employees) of the identifiable clerical support positions. When the Manual, Trades and Maintenance group of employees are excluded from the statistical data, women represent 20.3% of the Department's staff. Women's average salaries are equal to that of men occupying comparable job audited and rated positions, but since more men presently occupy Professional, Technical and Managerial positions, the average women's salaries approximate 87.8% of men's average salaries overall within the Department when the Manual, Trades and Maintenance groups are excluded.

At this point in time, the Department has several women in non-traditional positions and it can be anticipated that as the Equal Opportunity Program progresses, more women will enter these positions and this change will be reflected by the statistical data in subsequent years.

SITUATION

A review of the Department's statistics would show that there exists an identifiable sex-typed occupational distribution of men and women. It should be noted, however, that this situation has pertained since the formation of the Department.

There are several factors which can be readily identified as having contributed to this disparity within the occupational distribution. These factors must be examined to bring these statistics into perspective. The Department's functions historically have been in areas which require what can be described as manual, labour-intensive occupations as well as positions in the professional/technical field. These occupations, by virtue of their nature, require the performance of physical/manual tasks or professional accreditation and technical training. The above requirements have, over the years, contributed to the concept that these occupations are male-oriented and are still perceived as traditionally male jobs.

Another factor that contributed to this situation has been that there are few women from either outside or inside the Department or the Corporation who, at the present time, have the necessary training and experience to qualify them for positions in the Trades, Technical or Professional categories.

Furthermore, until very recently, women generally have not sought employment in the non-traditional jobs of manual or maintenance positions.

2. DEPARTMENT: OBJECTIVE(S)

The Department's general objective is to encourage representation of women and men in all job categories within the Department. To attain this representation and a fuller utilization of women and men at all levels, an analysis of the Department's operating needs and of the staffing requirements to fulfill these needs must be carried out.

Also, an increase in awareness and support of the Equal Opportunity Program at all levels of Departmental staff is required. Only then can steps be taken towards achievable results in line with the objectives of the City's program. The goal, more specifically, is to correct the apparent imbalance revealed by the statistics. An illustration of this is the underrepresentation of women in the non-traditional occupations within the Manual, Trades and Maintenance category.

This goal can be achieved by initially focussing the Department's activity in two areas:

1. To deal with a perceived lack of understanding of the aims, objectives, and goals of the Equal Opportunity Program by employees; and
2. The identification of non-traditional occupations for which ultimately women can readily prepare themselves and seek employment in these positions.

The thrust of the Department's 1982 Action Plan will centre upon the following objectives:

1. Staff awareness, understanding and support of the Equal Opportunity Program.

2. The identification of the non-traditional positions within the Department for which women can seek employment.

3. RESOURCE ALLOCATIONS

An estimate will be prepared for 1982 budget purposes.

Department: Public Works

5. Planned Result:

Identification of non-traditional occupations within the Department

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 64 Staff Days

Monies: $7680

7. Activity	8. Responsibility	9. Measurement Criteria
• Complete workforce analysis for the department.	• Co-Ordinator of Resources/Directors/Supervisors/Personnel Services Supervisor.	• June 30, 1982.
• Study job descriptions and interview supervisors to assess requirements.	• Co-Ordinator of Resources/Equal Opportunity Representatives.	• June 30, 1982.
• Study and project future staff turnover, vacancy and retirement rates.	• Co-Ordinator of Resources/Personnel Services Supervisor.	• June 30, 1982.
• Collect relevant data: - Examination of departmental employee skill inventory information - The existence of training agencies and institutions capable of training people in the requisite skills - The degree of in-house training available or the development of training courses which may provide employees training in the requisite skills.	• Co-Ordinator of Resources/Personnel Services/Equal Opportunity Programme Administrator/Equal Opportunity Representatives.	• June 30, 1982.

(Continued)	Public Works

5. Planned Result:

Identification of non-traditional occupations within the Department

7. Activity	8. Responsibility	9. Measurement Criteria
• Compare the work force analysis and relevant data and identify underrepresentation.	• Co-Ordinator of Resources/ Equal Opportunity Administrator/Equal Opportunity Representatives.	• June 30, 1982.
• Set goals to correct any deficiencies.	• Department Head/Co-Ordinator of Resources/Equal Opportunity Programme Administrator.	• September 30, 1982.

Department: Public Works

5. Planned Result:

An increase in awareness and support for the Equal Opportunity Programme

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 16 Staff Days

Monies: $1920

7. Activity	8. Responsibility	9. Measurement Criteria
• Information seminars for employees and management staff.	• Co-Ordinator of Resources/Department Head/Equal Opportunity Programme Administrator.	• Number of sessions held.
• Disseminate and update Equal Opportunity information.	• Co-Ordinator of Resources Equal Opportunity Representatives.	• Ongoing.
• Request input from employees on problems to be addressed.	• Co-Ordinator of Resources Directors/Supervisors/Equal Opportunity Representatives.	• Problem identified and action taken.
• Allocate resources (time/money) for Equal Opportunity Department Representatives to undertake equal opportunity initiatives for the department.	• Co-Ordinator of Resources/Department Head.	• June 30, 1982.

TABLE 1

PUBLIC WORKS

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ENGINEERING							
	5	122	3.9	3.1	**	**	Technical Trade School/Secondary School Diploma/University Degree in Engineering
MATHEMATICS					0.1	5.1	University Degree in Engineering
	0	1	0.0	0.0	0.1	5.1	University Degree in Engineering
ADMINISTRATIVE SPECIALIZATIONS							
	1	22	4.3	0.0	38.0	21.4	Training/Community Colleges and Trade Schools
MANAGERS & OFFICIALS							
	0	3	0.0	0.0	42.0 0.1	** 5.1	Community College Diploma University Degree in Engineering
DEPT HEAD							
	0	1	0.0	0.0	0.1	5.1	University Degree in Engineering
MISCELLANEOUS							
	0	10	0.0	0.0	**	**	
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	6	159	3.6	2.3	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING							
	2	2	50.0	33.3	55.5	48.0	Secondary School, Grade 12
INFORMATION & MESSAGE DISTRIBUTION							
	10	9	52.6	60.0	83.0	48.0	Secondary School, Grade 12
STENOGRAPHY, TYPING & FILING							
	29	13	69.0	63.0	90.0	98.8	Community College courses in Typing/Shorthand etc.
COMPUTING & ACCOUNT RECORDING							
	14	33	29.7	26.5	69.0	51.1	Secondary School, Grade 13
MISCELLANEOUS							
	6	17	26.0	22.5	**	**	Secondary School
TOTAL CLERICAL							
	61	74	45.1	40.9	**	**	

PUBLIC WORKS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
SERVICES							
PROTECTIVE SERVICE	0	40	0.0	0.0	**	**	Public School
BUILDING & RELATED SERVICE	0	29	0.0	0.0	26.0	**	Public School
TOTAL SERVICES	0	69	0.0	0.0	**	**	
MACHINE TRADES							
METAL MACHINING	0	6	0.0	0.0	**	2.9	Secondary School plus Machinist's Certificate
METAL WORKING	0	4	0.0	0.0	**	**	Public School plus skills training
TOTAL MACHINE TRADES	0	10	0.0	0.0	**	**	
BENCH WORK							
FABRICATION, ASMB. & REPAIR	0	10	0.0	0.0	**	2.9	Public School to Secondary School
ASSEMBLY & REPAIR OF ELECTRICAL EQUIPMENT	0	3	0.0	0.0	**	**	Secondary School plus skills training
PAINTING & DECORATING	0	3	0.0	0.0	**	**	Secondary School plus skills training
BENCH WORK	0	2	0.0	0.0	24.0	**	Public School
TOTAL BENCH WORK	0	18	0.0	0.0	**	**	

PUBLIC WORKS

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL 1981	% WOMEN OF TOTAL 1979	1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
STRUCTURAL WORK & TRADESMEN							
WELDERS & FLAME CUTTERS	0	2	0.0	0.0	**	8.0	Pass a Performance Test in Welding at a recognized instituteion, i.e., George Brown College
EXCAVATING, GRADING & PAVING	0	220	0.0	0.0	**	**	Secondary School plus appropriate Driver's License
MISCELLANEOUS CONSTRUCTION	0	17	0.0	0.0	**	**	Public School
TOTAL STRUCTURAL WORK & TRADESMEN	0	239	0.0	0.0	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	15	15	50.0	--	--	--	
TOTAL UNEVALUATED POSITIONS	15	15	50.0	--	--	--	
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	317	0.0	0.0	7.0	**	Secondary School plus appropriate Driver's License
PACKAGING & MATERIALS HANDLING	1	484	0.2	0.0	24.5	**	Public School to Secondary School
DISTRIBUTION OF UTILITIES	0	60	0.0	0.0	**	**	Public School
INSPECT., INVG., EST., & PLAN PMT EXAMINING	0	128	0.0	0.8	**	**	Secondary School
GRAPHIC ART WORK	0	1	0.0	0.0	**	29.7	Secondary School
PENDING	0	0	--	0.0	**	**	
TOTAL MISCELLANEOUS	1	990	0.1	0.1	**	**	
TOTAL PUBLIC WORKS	83	1574	5.0	3.8	**	**	

TABLE 2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

PUBLIC WORKS

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	403	45	24.3	2.7	19,759	17,617	89.2
5 - 10	249	23	15.0	1.4	21,103	19,799	93.8
10 - 15	161	3	9.7	0.2	21,482	21,278	99.1
15 - 20	170	5	10.3	0.3	22,754	20,718	91.1
OVER 20	591	7	35.7	0.4	22,680	22,365	98.6
TOTAL:	1,574	83	95.0	5.0	21,568	18,941	87.8

EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

EQUAL OPPORTUNITY ACTION PLAN - 1982

PREPARED BY: R.W. Beers

APPROVED BY: D.G. Judd

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To inform City employees of male/female-dominated positions and monitor future applications to determine if past trends were altered by the information.

	TIME	MONIES
RESOURCES ALLOCATED	10 hours	$100
RESOURCES UTILIZED	20 hours	$300

Management Services, Equal Opportunity Program
Various Universities, Community Colleges,
  Professional Organizations
Seminar Centres
Periodical Publications

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The various publications issued through Management Services' Equal Opportunity Program are circulated to all Department employees via bulletin boards. These publications in the main are issued by educational institutions and highlight areas of opportunity dictated by the marketplace. Areas of sex domination are pinpointed and educational institutions, as well as the private and public sectors, have made available in most cases the opportunity for all people to enter these fields. It is through these publications that our staff is made aware of opportunities that in the past have been dominated by one group or another. The measuring criteria for the Purchasing and Supply Department was the percentage of females employed in the Department.

The Department being comprised largely of male-dominated trades restricted the opportunities for major advances. The trend, although slight, is on the upswing as shown by the latest statistics which reveal a workforce comprised of 10.8% females in 1979 versus 10.9% in 1981.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To inform Community Colleges within Toronto of job opportunities that have been traditionally filled by either sex and inquire as to their training plans.

	TIME	MONIES
RESOURCES ALLOCATED	10 hours	$300
RESOURCES UTILIZED	10 hours	$300

Ministry of Manpower and Immigration Canada
Ministry of Colleges and Universities Ontario

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

In discussions with the Federal and Provincial education authorities, it was noted that a large-scale reorganization of education courses was being planned for the 1980s and 1990s. This reorganization was necessary due to changing economic conditions. The emphasis in the 1980s will be on technical trade courses. As a part of this reorganization, traditionally male/female-dominated careers will be highlighted and both sexes will be encouraged to enter all areas of the workplace.

The courses which Community Colleges offer in the future will be geared in a large part to meet the changing needs of Canada. Rather than this Department providing splintered input to the Community Colleges as to work-training needs, it was felt the overall approach of Provincial/Federal authorities would produce better results.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Promote staff movement into areas of non-traditional employment by identifying staff with appropriate qualifications.

	TIME	MONIES
RESOURCES ALLOCATED	8 hours	$100
RESOURCES UTILIZED	15 hours	$225

Supervisory Staff
Staff Members

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

The majority of employees with potential who were underutilizing their skills in the positions they held were encouraged to move up to a position that more adequately suited their training. In 1981, 4 women and 6 men achieved career advancement within the Civic Service.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

Encourage job rotation in order to upgrade skills and understanding.

	TIME	MONIES
RESOURCES ALLOCATED	10 hours	$150
RESOURCES UTILIZED	1 hour	$ 15
Management Services		

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

It was recommended by Management Services to further study potential problems and solutions for this program. Thus it was decided to postpone this objective to 1982.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To work with several social service agencies to determine the skill levels offered by their clients and determine the applicability to positions within this Department.

	TIME	MONIES
RESOURCES ALLOCATED	10 hours	$150
RESOURCES UTILIZED	30 hours	$800

Labour Relations, Rehabilitation Supervisor
Management Services, Outreach Recruitment Officer

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

During 1981, Purchasing and Supply hired 2 additional staff members. A Purchasing Clerk was hired through the Outreach Recruitment Officer and a Material Supply Driver was hired through the Rehabilitation Supervisor. To date, their work performance has been up to Departmental standards.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To have as many supervisors as possible attend an in-house training course that pertains to counselling employees in regard to their career goals.

	TIME	MONIES
RESOURCES ALLOCATED	50 hours	$ 750
RESOURCES UTILIZED	as required	$2,000

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

During 1981 as in the past, the staff was encouraged to upgrade their skills and knowledge. Close to 60 courses were attended at various educational facilities by approximately 30 staff members. In addition, numerous in-house seminars and supplier seminars were attended.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To promote the taking of refresher/upgrading courses to ensure skills are current.

	TIME	MONIES
RESOURCES ALLOCATED	various	$2,000
RESOURCES UTILIZED	various	$5,000

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Each Director has been familiarized with the Equal Opportunity Program and assigned the task of working with the Departmental Equal Opportunity Committee.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN
IMPLEMENTATION REPORT - 1981

PLANNED RESULT

To delegate responsibility for each Division's Equal Opportunity Program to the Division's director.

	TIME	MONIES
RESOURCES ALLOCATED	30 hours	$600
RESOURCES UTILIZED	30 hours	$700

ACTIVITIES CARRIED OUT TO IMPLEMENT PLANNED RESULTS

Numerous supervisory and management meetings were held during 1981. A regular agenda topic at these meetings was the need to ensure a successful Equal Opportunity Program Supervisory staff were encouraged to work with staff members in establishing career goals.

PURCHASING AND SUPPLY DEPARTMENT
EQUAL OPPORTUNITY ACTION PLAN - 1982

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1. DEPARTMENT: PROFILE, SITUATION, GENERAL DESCRIPTION

PROFILE

Traditionally, the Department of Purchasing and Supply has had a high ratio of male-to-female employees (89% male, 11% female). This situation is due to the fact that the majority of positions in the Department require manual labour in an industrial environment. Females in the past have shown little interest in entering a work environment of this nature. The educational system has also not encouraged women to train for positions in this area. The situation though is changing due to changes in society's attitudes.

SITUATION

During 1981, the Department of Purchasing and Supply made significant advances in the area of Equal Opportunity which we hope will continue in 1982. The three main areas of advancement were:

1. The Department encouraged staff to assume more responsible roles within the Civic organization. During 1981, the Department recorded 10 staff members (approximately 5% of the staff) achieving promotions. Of these 10 staff members, 40% were female.

2. The Department actively encourages all staff to take educational courses, and though comprising only 11% of the Departmental workforce, females, accounted for 25% of the post secondary courses taken during 1981.

3. The first female middle manager was appointed in the Department during 1981. In addition, the role of Secretary to the Commissioner was expanded to include supervisory responsibilities.

GENERAL DESCRIPTION

The three-member Departmental Equal Opportunity Committee meets regularly with the Central Committee. Each member is responsible for communicating the program and monitoring progress for the area(s) assigned to them. Where required, staff are encouraged to seek advice on the program from the committee members.

2. DEPARTMENT: OBJECTIVE(S)

To ensure that staff members are familiar with the Equal Opportunity Program and are encouraged to prepare themselves for the career paths they wish to pursue.

3. RESOURCE ALLOCATIONS

	1980	1981	1982
Staff Time	150	206	160
Dollars	$2,000	$9,840	$8,300

4. REPORTING

Reports will be prepared as required by the Equal Opportunity Administrator. Informal reports will flow freely within the Department.

Department: Purchasing and Supply

5. Planned Result:

Encourage the taking of educational courses in order to ensure skills are current.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: Various

Monies: $3,500.00

7. Activity	8. Responsibility	9. Measurement Criteria
• prepare a list of courses available (in-house and outside).	• Department	• Ongoing
• encourage staff participation.	• Department	• Ongoing
• employee attends course	• Staff	• Ongoing
• monitor results.	• Management	• Year end 1982.

Department: Purchasing and Supply

5. Planned Result:

Encourage job rotation with the objective of upgrading participating staff member skills

6. Resources: **(Staff days and direct/indirect cost set aside to implement)**

Time: 80 hours

Monies: $2,400.00

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
. determine staff to rotate.	. Supervisor/Staff	. Year end 1982.
. Obtain staff approval re: rotation.	. Supervisor/Staff	. Year end 1982.
. Obtain union approval of program.	. Management/Union	. Mid 1982.

Department: Purchasing and Supply

5. Planned Result:

- Encourage supervisor to attend seminars on Human Relations

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 50 Hours

Monies: $1,500.00

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
. research human relations courses available.	. Director/Supervisor	. Year end 1982.
. circulate courses to supervisors.	. Director/Supervisor	
. supervisor attends courses	. Supervisor	. Year end 1982.
. supervisor uses the increased knowledge in his dealings with staff members.	. Supervisor	

Department: Purchasing and Supply

5. Planned Result:

Continue the program promoting staff movement into areas of non-traditional employment by identifying staff with the appropriate qualifications.

6. Resources: (Staff days and direct/indirect cost set aside to implement)

Time: 20 Hours

Monies: $600.00

7. Activity	8. Responsibility	9. Measurement Criteria
. establish underutilized staff in regards to education and training.	. Supervisor	. Year end 1982
. meet with underutilized staff to offer career guidance.	. Supervisor/Staff	. Year end 1982

Department: Purchasing and Supply

5. Planned Result:

Continue to work with social agencies in an attempt to suitably place a client(s).

6. Resources: **(Staff days and direct/indirect cost set aside to implement)**

Time: 10 Hours

Monies: $300.00

7. Activity	**8. Responsibility**	**9. Measurement Criteria**
. discuss applicants available in relation to open positions.	. Director/Agency	. As openings arise.
. ensure skills offered and the position open equate.	. Director/Agency	. As openings arise.
. co-ordinate all efforts through Management Services.	. Director/Management Services	. As openings arise.

PURCHASING AND SUPPLY

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31,1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
PROFESSIONAL, TECHNICAL AND MANAGERIAL							
ADMINISTRATIVE SPECIALIZATIONS	1	19	5.0	4.7	38.0	21.4	Secondary School Diploma, related Business, Supervisory, and Purchasing courses
MANAGERS & OFFICIALS	0	2	0.0	0.0	42.0	**	University Degree or Certificate from a professional organization
DEPT HEAD	0	1	0.0	0.0	42.0	**	University Degree or equivalent experience and training
MISCELLANEOUS	0	6	0.0	0.0	**	**	
TOTAL PROFESSIONAL, TECHNICAL AND MANAGERIAL	1	28	3.4	3.5	**	**	
CLERICAL							
MATERIAL & PRODUCTION RECORDING	8	33	19.5	20.0	55.0	**	Secondary School Diploma plus specialized Community College courses
INFORMATION & MESSAGE DISTRIBUTION	1	0	100.0	100.0	83.0	48.0	Secondary School, Grade 12 or equivalent
STENOGRAPHY, TYPING & FILING	11	2	84.6	80.0	90.0	98.8	Secondary School and set requirements in Typing and Shorthand
COMPUTING & ACCOUNT RECORDING	0	2	0.0	0.0	69.0	52.7	Secondary School, plus courses in Accounting, Data Processing, etc.
MISCELLANEOUS	1	3	25.0	25.0	**	**	
TOTAL CLERICAL	21	40	34.4	35.4	**	**	
MACHINE TRADES							
METAL MACHINING	0	0	--	0.0	**	2.9	Trade School
MECHANICS & MACHINERY REPA	0	82	0.0	0.0	**	0.3	Trade School, Class "A" Mechanic's License
PRINTING	1	7	12.5	0.0	**	18.6	
TOTAL MACHINE TRADES	1	89	1.1	0.0	**	**	

PURCHASING AND SUPPLY

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
BENCH WORK							
FABRICATION, ASMB. & REPAIR	0	3	0.0	0.0	**	2.9	Trade School
BENCH WORK	0	21	0.0	0.0	24.0	24.4	Trade School, Specialization
TOTAL BENCH WORK	0	24	0.0	0.0	**	**	
STRUCTURAL WORK & TRADESMEN							
WELDERS & FLAME CUTTERS	0	4	0.0	0.0	**	8.0	Welding Certificate
TOTAL STRUCTURAL WORK & TRADESMEN	0	4	0.0	0.0	**	**	
UNEVALUATED POSITIONS							
UNEVALUATED POSITIONS	0	5	0.0	--	--	--	
TOTAL UNEVALUATED POSITIONS	0	5	0.0	--	--	--	
MISCELLANEOUS							
TRANSPORTATION & MOTOR FREIGHT	0	3	0.0	0.0	7.0	**	Grade 10, Class "G" Driver's License
PACKAGING & MATERIALS HANDLING	0	1	0.0	--	**	**	Secondary School Diploma plus 2 years Community College
INSPECT., INVG., EST., & PLAN PMT EXAMINING	1	1	50.0	0.0	**	**	
PENDING	0	0	--	0.0	**	**	
TOTAL MISCELLANEOUS	1	5	16.6	0.0	**	**	

PURCHASING AND SUPPLY

TABLE 1

OCCUPATIONAL DISTRIBUTION OF PERMANENT EMPLOYEES BY CATEGORY/DIVISION
December 31, 1981

OCCUPATIONAL CATEGORIES/DIVISIONS	WOMEN #	MEN #	% WOMEN OF TOTAL		1979 ONT. WORKFORCE % WOMEN	1978 ONT. GRADS %WOMEN	EDUCATIONAL REQUIREMENTS
			1981	1979			
TOTAL PURCHASING AND SUPPLY	24	195	10.9	10.8	**	**	

TABLE 2

DISTRIBUTION AND AVERAGE SALARY BY SERVICE YEARS - PERMANENT EMPLOYEES - 1981

PURCHASING AND SUPPLY

SERVICE YEARS	NUMBER OF EMPLOYEES M	F	%M	%F	AVERAGE SALARY M	F	%F OF M
0 - 5	56	10	25.6	4.6	22,308	18,615	83.4
5 - 10	59	10	26.9	4.6	24,247	19,064	78.6
10 - 15	21	2	9.6	0.9	25,124	22,582	89.9
15 - 20	21	1	9.6	0.5	*	*	76.8
OVER 20	38	1	17.4	0.5	*	*	86.7
TOTAL:	195	24	89.0	11.0	24,283	19,342	79.7

* NO DOLLAR AMOUNTS SHOWN TO ENSURE CONFIDENTIALITY.

CHAPTER 24

UPDATE OF THE MAYOR'S TASK FORCE ON THE STATUS OF WOMEN IN TORONTO REPORT, 1976

The Mayor's Task Force on the Status of Women Committee was formed in 1973. Before disbanding in 1976, it undertook investigations and made recommendations on several issues affecting Toronto women. In July, 1981 the Equal Opportunity Program conducted a follow-up study on the Report to assess what progress had been made on the issues the Committee considered important five years ago.

Most recommendations fell within the jurisdiction of five City departments: Housing, Labour Relations, Management Services, Parks and Recreation, and Public Health. A report from each department and a Table, Update at a Glance, follows.

The Committee made 76 recommendations. Of these, 38 were implemented, 18 were partially implemented, 9 were not implemented, and 11 were no longer applicable.

Conducting this follow-up has been a valuable exercise because it highlights both what has been accomplished and what remains to be done. Issues that were important then are still important today. The worsening economy makes salary disparities even more significant. Lack of support systems for parents while more and more women enter the workforce continues to be an urgent but unsolved problem.

There are also new and pressing concerns which were not apparent in 1976. The impact of technology on occupations primarily filled by women and possible VDT health hazards are only two of the problems awaiting solution in the 1980s.

Clearly, the task of improving the status of female City Hall employees and the women of Toronto has only begun. It will continue to be an on-going challenge to the City and its Equal Opportunity Program in the years ahead.

HOUSING DEPARTMENT

Recommendations and Update of

A day care addendum to the Living Room Project

RECOMMENDATION 1

A minimum of twenty day care centres with a capacity of fifty children under the age of five should be built in projects resulting from the Living Room Proposal.

NOT IMPLEMENTED. No project could itself sustain a day care centre of such a size. Those centres which have been established rely upon attendance from associated developments. This sort of planning is impossible for a sole project within an existing neighbourhood. In addition, lending regulations prohibit non-residential space beyond certain costs and floor space. Subsidies are not available for non-residential space, so that alternate financing must be sought. This is beyond the capacity of the Housing Department to arrange on the scale envisaged. To date, two day care centres have been developed in conjunction with Cityhome's 15 Scadding Avenue and Winchester Square projects.

NOT IMPLEMENTED

RECOMMENDATION 2

Schools in the area of these projects should set up before- and after-school lunchtime programs for five- to ten-year olds.

NOT APPLICABLE. Requires coordination with School Boards beyond Housing Department staff capacity.

RECOMMENDATION 3

The day care situation in the Living Room Projects should be organized as follows: The staff/child ratio should be one adult for three infants or one adult for five children over two. There must be adequate space and equipment for indoor and outdoor play, and an educational program. The centre should admit no more than fifty children, to avoid creating an institutional atmosphere.

NOT APPLICABLE. See RECOMMENDATION 1. Also, even in day care centres that are established, Cityhome and Housing Department has no role in operation.

RECOMMENDATION 4

Decisions should be made jointly by parents and staff, because this offers both groups more insight and opportunity to deal creatively with the children.

NOT APPLICABLE. See RECOMMENDATION 3.

OFFICE OF LABOUR RELATIONS

Recommendations and Update of

Investigation of complaints from Public Health Nurses employed by the City of Toronto regarding discrimination in wages on the basis of sex

RECOMMENDATION 1

Classification review of public health nurses for a more appropriate salary scale which reflects academic requirements, job functions, responsibilities and degree of self-direction.

IMPLEMENTED through Job Evaluation Program effective October 1, 1977, which effectively eliminated inequities.

IMPLEMENTED

RECOMMENDATION 2

Classification review system within the Civic service.

IMPLEMENTED through Job Evaluation Program effective October 1, 1977, which effectively reviewed all positions within the Civic Service outside of the Fire Department.

IMPLEMENTED

RECOMMENDATION 3

Delay of classification until completion of union negotiations.

NOT APPLICABLE.

MANAGEMENT SERVICES DEPARTMENT

Recommendations and Update of

Status of Male and Female Civic Employees of the City of Toronto (Affirmative Action)

RECOMMENDATION 1

The Executive Committee of City Council should direct the Commissioner of Personnel, in consultation with the Task Force and Local 79 of CUPE, to solicit proposals from consulting firms, and that these proposals be directed toward designing affirmative action programs which will improve the status of female civic employees.

IMPLEMENTED

IMPLEMENTED. Full-Time Administrator and staff hired to implement Equal Opportunity Program.

RECOMMENDATION 2

Briefs should be submitted by each civic department detailing their changes in policy with regard to women (as these policies affect both employees and services offered) over the two years preceding the Task Force Report, and including plans for any changes anticipated in the future. This report should be as detailed as possible and should be made available to the Task Force ad hoc committee at its first meeting on March 3, 1976.

IMPLEMENTED

IMPLEMENTED. Ongoing as part of the Annual Review in the form of department Action Plans.

PARKS AND RECREATION DEPARTMENT

Recommendations and Update of:

Services and Facilities offered to the Women of Toronto by the Parks and Recreation Department

RECOMMENDATION 1

That the staff of the Toronto Parks and Recreation Department should have training seminars at regular, frequent intervals to familiarize themselves with the new attitudes toward the potential of women and girls in the sport and recreation field in order that the department can take initiative in developing better quality programming for women and girls.

IMPLEMENTED

IMPLEMENTED. The department holds a five-day training course in the fall and a three-day training course in the spring to keep the staff thoroughly informed concerning recreation programming. These intensive courses are augmented with ongoing in-service training which is held throughout the year. It is believed that through both the content of these courses and the excellent resource personnel who have been hired, the department can and does take the initiative in developing better quality programs for females.

RECOMMENDATION 2

That qualitative assessments should be made of the present programs and should be the guide for consideration of additional programs. The following should be legitimate aims and emphases of the City's recreation programs:

a) Mental and physical fitness and skills (to be achieved through both competitive and non-competitive activities).

IMPLEMENTED

IMPLEMENTED. Fitness programs are now an integral part of the Recreation Centre programs. These programs take the form of traditional fitness programs, various dance programs, rhythmics, eurhythmics and a wide variety of other programs and activities.

In addition, competitive activities of both a House League and City-wide nature are available for women and girls.

b) Accessibility by all social strata and ethnic groups.

IMPLEMENTED. Recreation Centres are now located in most areas of the City. The number of Centres has increased from approximately 13 in 1975 to 20 in 1981.

IMPLEMENTED

With respect to making the Centres accessible for ethnic groups, permanent and casual staff members from various ethnic backgrounds have been recruited.

RECOMMENDATION 3

That blatantly sexist activities should be immediately curtailed, specifically:

a) The use of City-owned property for Miss Toronto Contest Eliminations should cease, as these contests present a demeaning and unrealistic picture of women.

IMPLEMENTED

IMPLEMENTED. Parks property is not used for contests such as the Miss Toronto Contest.

b) Although boys' clubs in the City of Toronto operate recreation programs independent of the programs operated by the Department of Recreation, the boys' clubs use City of Toronto property or receive financial assistance from the City. Therefore, since the clubs offer recreation programs for both boys and girls, the names of the boys' clubs should be changed to "boys' and girls' clubs" or some other suitable title.

IMPLEMENTED

IMPLEMENTED. The former boys' clubs are now known as boys' and girls' clubs.

RECOMMENDATION 4

That the Department of Recreation review its employment practices regarding recreation instructors:

a) There are 21 females and 17 males who are Grade 3 recreation instructors (salary range $9,814 - $11,171).

b) There are 3 females and 4 males who are Grade 2 recreation instructors (salary range $10,732 - $12,403).

c) There are no females and 10 males who are Grade 1 recreation instructors (salary range $11,463 - $13,092).

These statistics suggest that there are unequal employment advancement opportunities for the female recreation instructor. Special efforts should be made to recruit women for higher grades not only so that the department can benefit from their talents, but also so that girls can have encouraging adult role models.

IMPLEMENTED

IMPLEMENTED (a, b, and c). The current status of the Recreation Department's male and female employees is as follows:

Recreation Services Manager
- 2 males
- 1 female
- Salary Range: $30,237 - $37,837

Field Services Supervisor (Seasonal Facilities, Seasonal Programs)
- 1 male
- 1 female
- Salary Range: $26,163 - $32,740

Recreation Field Services Supervisor (Community Services)
- 1 female
- Salary Range: $27,569 - $34,439

Recreation Branch Supervisor
- 4 male
- 5 female
- Salary Range: $26,476 - $29,399

Recreation Coordinator
- 4 female
- 8 male
- Salary Range: $23,553 - $25,515

Principal Recreation Centre Supervisor
- 4 male
- 4 female
- Salary Range: $21,611 - $24,534

Recreation Instructor
- 23 male
- 20 female
- Salary Range: $19,648 - $22,571

RECOMMENDATION 5

That dressing room facilities in public parks where they are used as changing facilities for recreation athletics should include adequate accommodation for women. If duplicate facilities cannot be created for women, the existing facilities should be integrated.

IMPLEMENTED. Where the field houses do not have separate change facilities for male and female, arrangements are made for the particular permit group to utilize the facility; i.e., if a women's field hockey team were utilizing the pitch, the women would have use of the change facilities.

IMPLEMENTED

RECOMMENDATION 6

That public rinks that allocate space for private hockey leagues or city-organized hockey leagues should ensure that a Ringette and/or hockey program for girls is made available and that competent personnel to administer and coach in such a program be trained and made available.

IMPLEMENTED. Ice hockey programs are available for girls at all of the City Recreation Centre facilities. These programs consist of hockey schools, house league hockey, and competitive level hockey.

IMPLEMENTED

RECOMMENDATION 7

That as the City operates football, soccer, or baseball leagues for boys on City-owned playing fields or diamonds, these facilities should be made available for girls' leagues, in the same or comparable sports; or the existing leagues should be integrated.

IMPLEMENTED. All fields are available for both males and females.

IMPLEMENTED

RECOMMENDATION 8

That the City should build jogging paths in the public parks and that the instructions for their use indicate appropriate standard and ability levels for both men and women.

IMPLEMENTED. The City has constructed vita parcours (fitness trails) in Eglinton Park and in High Park.

IMPLEMENTED

RECOMMENDATION 9

That indoor hockey arenas administered by Parks and Recreation should allow equal time for women's and girls' ice games at comparable times of the day and week; and that women be appointed to the Boards administering these arena facilities.

NOT APPLICABLE. The indoor hockey arenas are not administered by the Parks and Recreation Department, but rather, fall under the jurisdiction of individual Boards of Management.

RECOMMENDATION 10

That the girls' physical activity program at each centre be given an equal number of activity hours as the boys and that the hours be scheduled at comparable times.

PARTIALLY IMPLEMENTED. It is extremely difficult to divide program hours equally between any two groups as the demand for a facility is the prime requisite for the assigning of programs or facility use. Demands for recreation facilities vary from community to community and are assessed on an individual Centre basis.

PARTIALLY IMPLEMENTED

RECOMMENDATION 11

That more physical recreation hours be allotted, equal in number, to both adult women and adult men during the day and in the evening.

IMPLEMENTED. Increasingly, the Recreation Centres are offering daytime programs for both men and women in conjunction with pre-school activities.

IMPLEMENTED

RECOMMENDATION 12

That hours be allotted at each centre for physical recreation activities that all age groups could share together. Most suitable hours for this type of activity would be in the evening and during the weekends.

PARTIALLY IMPLEMENTED. Family recreation activities are becoming increasingly popular at a number of Recreation Centres. These tend to operate on weekends when most families are available.

PARTIALLY IMPLEMENTED

RECOMMENDATION 13

That day/night care centres at pertinent facilities (particularly the recreation centres) be established immediately.

IMPLEMENTED. At the permanent Recreation Centres, programs are available for children and adults both during the day and evening sessions. Particularly during the daytime, the programs are organized such that the parents can participate in an activity concurrently with their youngsters who would be participating in an alternate activity.

IMPLEMENTED

RECOMMENDATION 14

That the City Parks and Recreation Department undertake more extensive publicity campaigns designed to inform the residents of recreational activities available to them. This can be done through home delivery of handbills, notice boards in the parks, etc.

IMPLEMENTED. The department continues to publicize its programs through the issuance of the fall and winter and spring and summer brochures. These publications are augmented by individual Recreation Centre programs which are printed four times per year. In addition to these, individual flyers are distributed to draw attention to a particular program or activity.

IMPLEMENTED

RECOMMENDATION 15

That constituent committees be formed in each community so that local and neighbourhood input can be obtained concerning the planning of sport and recreation programs for all of the facilities in each community, that is, recreation centres, parks, playgrounds, etc.

PARTIALLY IMPLEMENTED. The majority of Recreation Centres now have Citizens' Advisory Committees who work with the Recreation staff in planning and implementing recreation programs. Some of the artificial ice rinks now have Advisory Councils as well and parent groups provide input into the operation of some of the playground programs.

There is no park or playground designed or developed in the City without the input of a Citizen's working committee. Once the committee brings forward its recommendation, it must be ratified at a public meeting.

PARTIALLY
IMPLEMENTED

RECOMMENDATION 16

That promotion should be done bilingually, that is, the predominant language of the district should be incorporated in any publicity campaign.

IMPLEMENTED

IMPLEMENTED. Where a Centre is located in an ethnic community, the language or languages of that community are used in addition to English.

RECOMMENDATION 17

That a major expansion of the sports programs presently offered to women by the Parks and Recreation Department be undertaken. More individual, dual, team, aesthetic and life-long sports should be offered in formal physical activity classes for adult women. At present, most centres only offer Slimnastics as a formal physical activity program for adult women. Although programs such as Slimnastics may accomplish something in the fitness area, they are an inadequate substitute for thorough physical and mental exercise. The ten recreation centres do not offer recreational or competitive sport leagues for adult women.

IMPLEMENTED

IMPLEMENTED. For the last few years, there has been a dramatic increase in interest in the fitness area both for men and women. The Department has responded to this interest by providing a wide variety of fitness-oriented activities. In reviewing the Recreation Centre programs, it can be seen that individual, dual and team sports are available for both sexes. In addition to the sports activities, a variety of other fitness programs such as rhythmics, eurhythmics, dancercise, calisthenics, formalized jogging programs and traditional fitness programs are offered.

RECOMMENDATION 18

That the Department of Recreation centrally organize competitive and non-competitive leagues for the various sports for adult women. With this type of structure, women would have the opportunity to participate at the level they desire. For the girls, presently each centre individually decides whether they will participate in the various sports competitively or recreationally. Here again, a centrally organized competitive recreation league structure would give girls the opportunity to participate at the level of their choice.

IMPLEMENTED

IMPLEMENTED. The department, through the Seasonal Programs Section and the Community Services Section, offers both Inter-Centre competitive leagues and house leagues for girls and women. With this type of organization, an individual may choose the level of competition that is suitable for her skill.

RECOMMENDATION 19

That coaching clinics for female playground leaders and recreation personnel be run by the City in order that adequate coaching assistance be available to female citizens.

IMPLEMENTED

IMPLEMENTED. In-house training programs are provided for both permanent and casual employees and as well, permanent employees are encouraged to participate in outside coaching seminars leading to certification.

RECOMMENDATION 20

That inter-playground (and inter-centre) sports competition results be determined by the combined scores of the boys' and girls' sides (e.g. that the result of a baseball game between McCormich and Annette consist of the total points accumulated by the boys' plus the girls' scores for each playground respectively).

NOT IMPLEMENTED

NOT IMPLEMENTED. This suggestion did not meet with any support from the Recreation Centre staff. It seems that from a competitive sport aspect that the score for a particular game rest with that game and not be a compilation of two separate games.

RECOMMENDATION 21

That each centre have the same proportion of arts and crafts hours to physical recreation hours for both boys and girls.

PARTIALLY IMPLEMENTED. Again, it is not appropriate to apportion hours for particular activities arbitrarily. Programs are developed through the input from the users and their particular interests and needs. Arts and crafts may be more popular in one Community Centre as opposed to another, whereas a physical recreation program may have greater prominence in one Centre as opposed to another.

PARTIALLY IMPLEMENTED

RECOMMENDATION 22

That cooking, theatre arts, and choir be removed from the present physical recreation activity list since they are passive rather than physical recreation activities.

IMPLEMENTED. However, it should be noted that any three individuals would categorize the individual programs in three different manners as it is totally a matter of individual experience and definition as to where an individual activity might be placed.

IMPLEMENTED

RECOMMENDATION 23

That cheerleading and baton be removed from the present physical recreation activity list since these activities are sexually exploitive in nature.

PARTIALLY IMPLEMENTED. Cheerleading is no longer a part of the Department Recreation Program; however, baton continues to be an attractive activity for some of the Recreation Centres.

PARTIALLY IMPLEMENTED

RECOMMENDATION 24

That the Department of Recreation take immediate affirmative action in implementing the committee's recommendations to ensure that adequate recreation programs are offered now to all female constituents.

IMPLEMENTED. The Department operates not only adequate but excellent recreation programs for its female participants.

IMPLEMENTED

RECOMMENDATION 25

That the Department of Recreation immediately organize a Masterplan committee to deal with the preparation and implementation of the recreation Masterplan.

NOT IMPLEMENTED. Presently the department follows the City Official Plan.

NOT IMPLEMENTED

RECOMMENDATION 26

That the Masterplan committee members be selected from:

a) Department of Recreation Staff.

   NOT APPLICABLE.

b) Professional recreation consultants not employed with the Department of Recreation.

   NOT APPLICABLE.

c) Constituents of the City of Toronto so that a community perspective may be incorporated.

   NOT APPLICABLE

d) Women recommended by the Task Force to represent the views put forth in this report.

   NOT APPLICABLE.

RECOMMENDATION 27

That all the committee's recommendations stated in this report should be implemented in the Masterplan. It is strongly urged that the proposed Masterplan committee's recommendations are implemented.

NOT APPLICABLE.

PUBLIC HEALTH DEPARTMENT

Recommendations and Update of:

Abortion Counselling Services Currently operating in Metropolitan Toronto

RECOMMENDATION 1

Establish criteria for licensing abortion referral services which operate or advertise in the City of Toronto.

NOT IMPLEMENTED

NOT IMPLEMENTED. No such mechanism exists.

RECOMMENDATION 2

Request the College of Physicians and Surgeons and the College of Nurses of Ontario to delegate consultants as representatives to inspect referral services in Ontario and the medical facilities in the United States used by the referral services. (Colleges should notify their own members of medical facilities in the United States which are not suitable.)

NOT IMPLEMENTED

NOT IMPLEMENTED.

RECOMMENDATION 3

Establish standards for advertising abortion referral services.

PARTIALLY IMPLEMENTED

PARTIALLY IMPLEMENTED. The Family Planning Network of Metropolitan Toronto has provided a somewhat self-regulating forum for concerns about any companies whose provision of services is in question. Further, the three daily newspapers monitor ads placed in them.

RECOMMENDATION 4

Refer for prosecution services which violate existing legislation such as the Combines Investigation Act.

NOT IMPLEMENTED

NOT IMPLEMENTED.

RECOMMENDATION 5

Investigate the differences in consent requirements for abortions at hospitals in the City of Toronto.

IMPLEMENTED

IMPLEMENTED. The Family Planning Network of Metropolitan Toronto has made this information known to its members.

PUBLIC HEALTH DEPARTMENT

Recommendations and Update of: Venereal Disease in Toronto

RECOMMENDATION 1

That the Local Board of Health strike a Task Force on venereal disease in the City of Toronto.

IMPLEMENTED.

a) First task force reported to the Local Board of Health and City Council in 1976.

b) A second task force has recently been appointed to recommend changes emanating from the significant changes in provincial legislation related to venereal disease control.

IMPLEMENTED

RECOMMENDATION 2

That the appointed members of the task force include a coordinator and such numbers of community organizers and information officers as are necessary to meet the needs of the City.

PARTIALLY IMPLEMENTED. The Public Health Department task forces have employed community members and information as "resource advisors" rather than as "appointed members".

PARTIALLY IMPLEMENTED

RECOMMENDATION 3

That the Local Board of Health launch a professional media campaign to educate the public. This should include multicultural written materials and speakers.

PARTIALLY IMPLEMENTED. The Local Board of Health has spent approximately $30,000 over the past five years promoting venereal disease education. The primary vehicle has been the VD Hotline and promotion extends to multicultural newspapers.

PARTIALLY IMPLEMENTED

RECOMMENDATION 4

That the services of a professional public relations firm be retained to produce billboards, posters, and radio and television messages alerting the public to the obscure nature of these diseases, the signs and symptoms, and the importance of contact follow-up and continued medical supervision.

NOT IMPLEMENTED

NOT IMPLEMENTED. The Department of Public Health has carefully reviewed the use of professional public relations firms and decided not to follow this approach. Arguments: Concerns about the cost benefits of this kind of initiative, preference to do our own professional public relations in-house, and changes in the approach to venereal disease control.

RECOMMENDATION 5

That the Local Board of Health carry its media campaign through use of posters into subways, buses, streetcars, public washrooms, community centres, recreation centres, hospitals, steam baths, bars and clubs, libraries, theatres, and railway stations.

IMPLEMENTED

IMPLEMENTED. VD Hotline campaigns have utilized the outlets described above with variable success. To date, newspaper advertising has been the most cost effective media campaign.

RECOMMENDATION 6

That an extended service to the public be made available through the use of a mobile unit which would tour neighbourhoods, and also be used at the Canadian National Exhibition, Ontario Place, industrial sites, shopping plazas, Yonge Street Mall, rock concerts, etc.

PARTIALLY IMPLEMENTED

PARTIALLY IMPLEMENTED. The Ministry of Health is now providing 100 percent funding to a mobile clinic known as the VD and Birth Control Information Centre, which is located within the boundaries of the City of Toronto approximately six months a year.

RECOMMENDATION 7

More adequate undergraduate training about venereal disease for physicians.

NOT APPLICABLE. Jurisdiction for undergraduate training lies with the University of Toronto Medical School.

RECOMMENDATION 8

Continuing education about venereal disease through the Ontario Medical Association in conjunction with the Minister of Health, or his appointed consultant.

PARTIALLY IMPLEMENTED. The Ministry of Health has had two formal meetings with the Ontario Medical Association to discuss concerns about the need for continued education about venereal disease for physicians.

PARTIALLY
IMPLEMENTED

RECOMMENDATION 9

Swift action on the part of the Medical Officer of Health or his representative in reprimanding individual physicians who are lax or uncooperative in notifying the Department of Health about infected persons who have not returned for treatment and contacts who have not completed their examinations.

PARTIALLY IMPLEMENTED. Reprimand is not a very effective tool, when the Medical Officer of Health's powers are essentially persuasive, and venereal disease is now a non-reportable disease.

PARTIALLY
IMPLEMENTED

Nevertheless, the Public Health Department does make regular contact with physicians concerning venereal disease follow-up and moral suasion has been effective in gaining physician cooperation.

PUBLIC HEALTH DEPARTMENT

Recommendations and Update of

Cancer of the Breast and Cancer of the Cervix

RECOMMENDATION 1

Ensure that all female employees of the City of Toronto receive education in the area of cancer prevention, particularly cancer of the breast and cancer of the cervix. This may be accomplished by utilizing the services of the Canadian Cancer Society or those of their own Public Health Department.

PARTIALLY IMPLEMENTED. All female employees who have their pre-employment medical examinations with the City of Toronto have access to education in the area of cancer prevention. Physicians hired by the Department of Public Health are encouraged to discuss the subject with clients.

PARTIALLY IMPLEMENTED

An ongoing full-scale cancer prevention program focused on all City of Toronto employees would require additional staff.

RECOMMENDATION 2

The initial health examination required for all new City of Toronto employees should determine which women are in high-risk groups and appropriate referrals should then be made.

PARTIALLY IMPLEMENTED. All female employees who during the course of their initial health examinations are judged to be at risk, are given counselling on cancer prevention and are given the appropriate referral.

PARTIALLY IMPLEMENTED

RECOMMENDATION 3

Employees of the City of Toronto should be allowed time off during the day for any necessary physical examinations.

PARTIALLY IMPLEMENTED. From the perspective of the Public Health Department, which offers physical examinations and preventive programs to all City staff, the time off question has not constituted a serious obstacle in attracting interested staff. On the other hand, time off for physical examinations is not an employee right and is generally granted at a time convenient to the operating needs of each City Department.

PARTIALLY IMPLEMENTED

RECOMMENDATION 4

Persons involved in venereal disease clinics should be urged to consider the importance of ensuring that patients who fall into "high risk" groups in cancer of the cervix and breast and who receive no regular medical care be referred to a clinic or doctor.

IMPLEMENTED

IMPLEMENTED. All persons who visit venereal disease clinics and are judged to be high-risk clients, are encouraged to either receive preliminary cancer check-ups at the hospital clinic if available, or to visit a doctor on referral.

RECOMMENDATION 5

The Board of Education should be approached regarding the possibility of meeting jointly with the Canadian Cancer Society and the Public Health Department to study the existing curriculum content regarding cancer detection and prevention and discuss ways of improving on this.

PARTIALLY IMPLEMENTED

PARTIALLY IMPLEMENTED. Informal discussions are regularly held between school consultants of the Board of Education, and representatives of the Public Health Department and the Canadian Cancer Society, concerning all health diseases and health education curriculum content. At this stage, no formal initiatives have been taken to give a particular priority to cancer detection in the school curriculum.

RECOMMENDATION 6

The Public Health Department should be approached and encouraged to include cancer prevention and early detection as one of the major priorities in their future programs.

IMPLEMENTED

IMPLEMENTED. The current Public Health Department policy, Public Health in the 1980s, passed by City Council in December, 1979, placed the highest priority on developing cancer prevention and early detection programs.

RECOMMENDATION 7

The Ontario Ministry of Health should be approached regarding the possibility of introducing a mass screening program for early detection of breast cancer to Toronto. This would be for research purposes until the validity of such a program is determined.

PARTIALLY IMPLEMENTED. The Public Health Department has incorporated a mass screening program for early detection of breast cancer in the Eastern Health Area. Across Ontario, there are now a number of ad hoc mass screening programs in place.

PARTIALLY IMPLEMENTED

RECOMMENDATION 8

The possibility of setting up satellite or mobile cancer detection units throughout the City should be discussed with the Canadian Cancer Society in hospitals, as having the prime responsibility for setting up satellite or mobile cancer detection units.

NOT APPLICABLE. Up to this point in time, the Ontario Ministry of Health has seen the Canadian Cancer Society in hospitals as having the prime responsibility for setting up staellite or mobile cancer detection units.

RECOMMENDATION 9

Existing clinics and the Cancer Detection Clinic should be encouraged to stagger their present office hours to include the evening.

NOT APPLICABLE. The hours of operation of the Cancer Detection Clinic come under the direction of local hospitals, or the Canadian Cancer Society. It is still our understanding that the present office hours of these clinincs are during the day, but occasionally, ad hoc union clinics have been arranged.

PUBLIC HEALTH DEPARTMENT

Recommendations and Update of

Evaluation of Birth Control Clinics Located in the City of Toronto.

RECOMMENDATION 1

Hospital switchboard and support staff should have information available on the specific birth control services each clinic provides and the hours they are open.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 2

Conditions in the birth control clinics should be such that the clerks and receptionists can be responsive to and supportive of the needs of those women who ask for assistance.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 3

More information should be freely available on birth control (from simple descriptions to detailed and explicit information) and should be prominently displayed.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 4

More written birth control information should be available in languages other than English.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 5

Samples of the various types of birth control methods should be available, with pamphlets to explain each method.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 6

Visual aids should be available to instructors so that they can help the patient understand the ways in which the methods are used.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 7

Special efforts should be made to respect the privacy of the patient.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 8

There should be a 24-hour referral service for birth control clinics.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 9

Neighbourhood clinics should be set up in places such as shopping centres and office building complexes.

PARTIALLY IMPLEMENTED. It should be noted that the report on birth control clinics was not actually submitted to the Local Board of Health.

The Family Planning Services Division of the Department of Public Health has, however, ensured that all but Recommendation 9 exist in the clinics, over which it has some jurisdiction.

The Community Development Workers of the Division address Recommendation 9 to the extent of providing family planning information whenever it is requested. The presence of a mobile clinic is made available to the City of Toronto by the Birth Control VD Information Centre (funded through the City of North York), for approximately six months of each year.

PARTIALLY IMPLEMENTED

RECOMMENDATION 10

Clinics should provide discussion groups for those who wish to speak with other women about their experiences with various methods of birth control.

IMPLEMENTED

IMPLEMENTED.

RECOMMENDATION 11

The City of Toronto should reconstruct all aspects of their birth control clinic at Toronto General Hospital, aiming for much improved and comprehensive service.

IMPLEMENTED

IMPLEMENTED.

GENERAL RECOMMENDATIONS

The following recommendations were made to the Executive Committee:

RECOMMENDATION 1

An education officer should be hired on a contract basis to inform the employees of each civic department what services are available to women through that particular department and how they can be better utilized and promoted in the community.

NOT IMPLEMENTED

NOT IMPLEMENTED as such. Instead, an Equal Opportunity Administrator was hired to act as a resource to departments to set up an Equal Opportunity Program.

RECOMMENDATION 2

A directory should be printed, listing city services by service and department and including telephone numbers. It should be distributed to citizens through the most direct route such as enclosure with city tax bills.

PARTIALLY IMPLEMENTED

PARTIALLY IMPLEMENTED. Directory was already printed and is available to public from the Communications Section of City Clerk's.

RECOMMENDATION 3

The recommendations of all previous Task Force reports that have not been acted on should be implemented.

NOT APPLICABLE. Reported in other sections of this update.

RECOMMENDATION 4

The mayor should indicate the importance of the affirmative action program by setting an example in his office and urging all departments to do the same.

IMPLEMENTED

IMPLEMENTED through Policy Statement and ongoing support.

RECOMMENDATION 5

All levels of government should recognize the failure of the Task Force concept, and abandon the commission concept as a valid method of dealing with issues. Legislation should be substituted, or there should at least be a reorganized commission concept, which gives the reformed body real authority to oversee legislation to its recommendations.

NOT IMPLEMENTED

NOT IMPLEMENTED.

RECOMMENDATION 6

The ad hoc committee, set up to meet throughout 1976 to monitor progress of the recommendations, should be given access to all future decisions with regard to this report.

IMPLEMENTED

IMPLEMENTED. Equal Opportunity Program makes reports to Council on progress.

POOR

QUALITY

ORIGINAL